



# College AND UNIVERSITY Business

DECEMBER 1951: When It Comes to Civil Defense \* Developing Good  
Campus Plan \* Bowling and Billiards Prove Popular \* Keeping Food  
Costs in Line \* Self-Service Laundry \* Portfolio on Residence Halls



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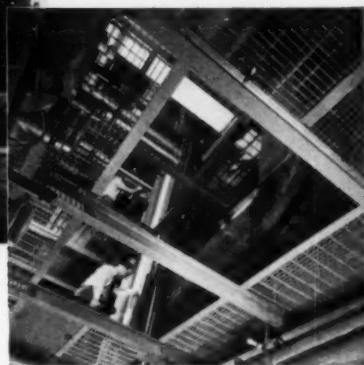
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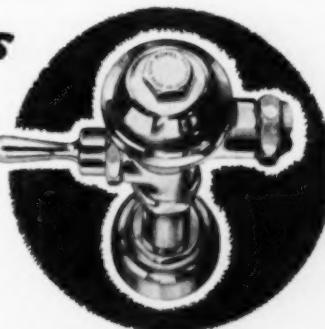
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# College AND University Business



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## Among the Authors



A. F. Gallistel

A. F. GALLISTEL, director of physical plant planning at the University of Wisconsin, on page 25 outlines the factors that should be taken into consideration in intelligent planning for a new college campus or for future expansion. Mr. Gallistel is a registered architect and for many years was superintendent of buildings and grounds at the University of Wisconsin, a background of experience that stands him in good stead when commenting on campus planning. . . . W. P. WETZEL, superintendent of buildings and grounds at Temple University, emphasizes on page 19 the necessity for colleges and universities doing a more intelligent job in civil defense planning.



F. E. Oliver

FREDERICK EUGENE OLIVER, assistant to the controller and manager of the statistical service department of the State University of Iowa, has always had a flair for finance and statistical work. He describes accounting techniques for residence halls on page 40. Prior to World War II Mr. Oliver was business manager of Graceland College; he entered the air force to become an aerial navigator, finishing at the head of the class in navigation training. He has been a member of the Iowa staff since 1945. . . . CHARLES W. HAYES, supervisor of purchases at Emory University, describes on page 29 the steps to be followed in establishing a central stores department in a college or university. Mr. Hayes was business manager of Georgetown College in Kentucky from 1940 to 1942 and then purchasing agent of the University of Kentucky for four years.



J. W. Warner

JOHN W. WARNER, business manager for the University of Dubuque, reports on page 43 the laundry service arrangements that have been made for students. His early career in higher education was that of assistant athletic director, coach and professor of mathematics. It is not strange to discover that his hobbies are athletics and an amateur's interest in photography.



Francis J. Brown

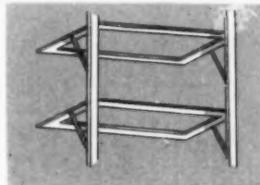
FRANCIS J. BROWN, staff associate of the American Council on Education, reports on page 45 the current status of higher education as it may be related to the activities of Congress. Dr. Brown's many official responsibilities with congressional groups and with the armed services permit unusual insight on federal legislative trends as they may affect higher education. He was executive secretary of President Truman's Commission on Higher Education and a member of the advisory board of the United States Armed Forces Institute, and has served on a host of other official boards, commissions and committees. . . . THEODORE W. MINAH, director of dining halls at Duke University, suggests on page 49 how spiraling food costs may be kept in line. He was food service director of Brown University before accepting his present appointment, and during World War II served for more than three years as lieutenant commander in the navy.



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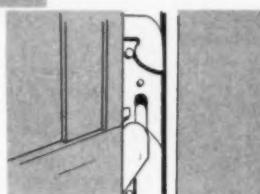
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# Questions and Answers

## Student Government

Question: What should be the area of authority and responsibility of student government organizations, primarily in terms of administrative policy?—C.L.D., Ore.

ANSWER: I know of no standard area of authority and responsibility. It is another of those many things that have to be determined locally, according to the college's own traditions, the laws under which it operates, and what already has been delegated to other student organizations or to faculty and administrators.

Some student governments on the West Coast have wide authority over publications, athletics (including the hiring and firing of coaches), activity and sports buildings, the band and orchestra, as well as being an official "voice" of the student body. On other campuses student governments serve only as a representative voice, registering needs and opinions with the college administration. There are countless variations in between.

Actually, I can think of few areas of student interest and activity that do not impinge at some point on some college responsibility or some faculty rule; or, on the other hand, of few areas of faculty policy-making with regard to students that do not interest and concern students.

There is, therefore, an increasing tendency to have both students and faculty share jointly in the planning and the decisions—faculty as members of the so-called "student governing board"; students as members of the "faculty committees" dealing with student affairs. And some have reached the stage of "community self-government," a single council of students and faculty vested with the authority to make social regulations, oversee student organization activity, approve the campus calendar, and act generally in the interests of student welfare.

There is no magic best formula, but it is well to remember, under any plan, that the authority with which student government operates is not a sovereign power; it is delegated by the college administration or faculty, to which legal authority and responsibility have been given by law. Therefore, to avoid

confusion, misunderstanding and student feelings of frustration, the authority delegated should be clearly defined. And to be reasonably successful, the student government needs to relate itself effectively to the rest of the college, not fiercely try to maintain an independence and sovereignty which it doesn't have.—PORTER BUTTS, manager of union building, University of Wisconsin.

## Fraternity Relationship

Question: What relationship should the college business office have with fraternities and sororities?—H.L.K., Ohio.

ANSWER: If the college has assumed, as one of its responsibilities, assistance to student groups in the solution of their problems, financial and otherwise, then such a policy should certainly be extended to fraternities and sororities. It is not significant that the organization has or does not have Greek letters in its name. Members of the business staff can be of material assistance in matters pertaining to purchasing, building construction, repairs and maintenance of houses, leases and rental contracts, accounting and auditing of organization records, financing new building operations, and a number of other things.

In order to make such a service a success, the college official who handles it must be sympathetic with student organization problems and must be able to gain the confidence of the student groups. The success of such an

arrangement will depend on a maximum of mutual confidence and a minimum of compulsion.—T. C. CARLSON, vice president and treasurer, University of Arkansas.

## Faculty Economics

Question: How can we get the faculty to become economy-minded?—D.R.P., Tenn.

ANSWER NO. 1: By doing two things. First, practice economy measures that give visible evidence that the administration wants economy. Such measures as directly affect faculty members will be most helpful in getting the faculty to become economy-minded. Examples: frugal use of fuel, electricity, telephones; postponement of betterment projects in both physical plant and educational areas. In short, teach by example.

Second, educate faculty in the institution's over-all need for funds. Tell the story in everyday language and use such helpful devices as charts and graphs. Show how the financial security of the organization makes the practice of economy compelling.

The hope for achieving an economy-minded faculty lies in demonstrating economy through action and simultaneously in educating the community to appreciate the need for it.—BOARDMAN BUMP, controller, Mount Holyoke College.

ANSWER NO. 2: In addition to all of the normal appeals, we have a faculty meeting once a year at which we ask members of the staff to suggest economies or savings that the school might make. They often turn up ideas that administrative people have missed altogether. They also are frank about discussing one another's delinquencies on small matters, such as closing the windows during the winter, and turning off lights. As minor as these items seem, they are important in the aggregate, and administrative people often are afraid to speak of them lest they appear to be "nagging." We try to make the point, both in theory and practice, that these economies mean more money for both program and salaries.—SAMUEL MARBLE, president, Wilmington College.

If you have a question on business or departmental administration that you would like to have answered, send your query to COLLEGE and UNIVERSITY BUSINESS, 919 North Michigan Avenue, Chicago 11, Ill. Questions will be forwarded to leaders in appropriate college and university fields for authoritative replies. Answers will be published in forthcoming issues. No answers will be handled through correspondence.



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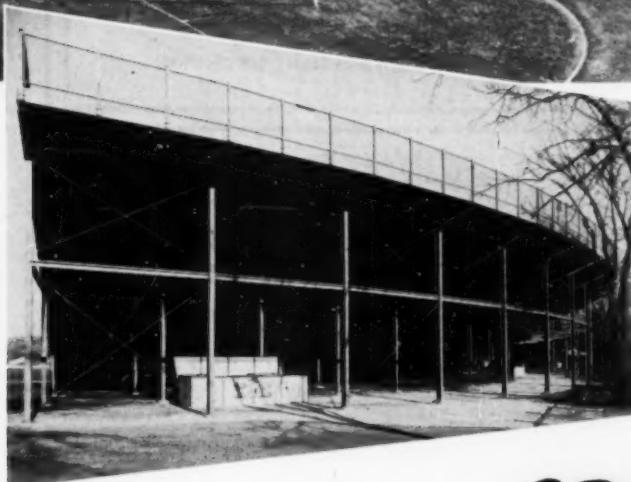
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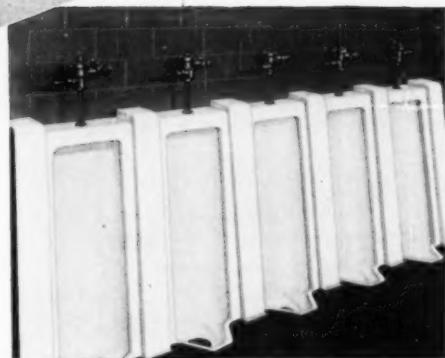
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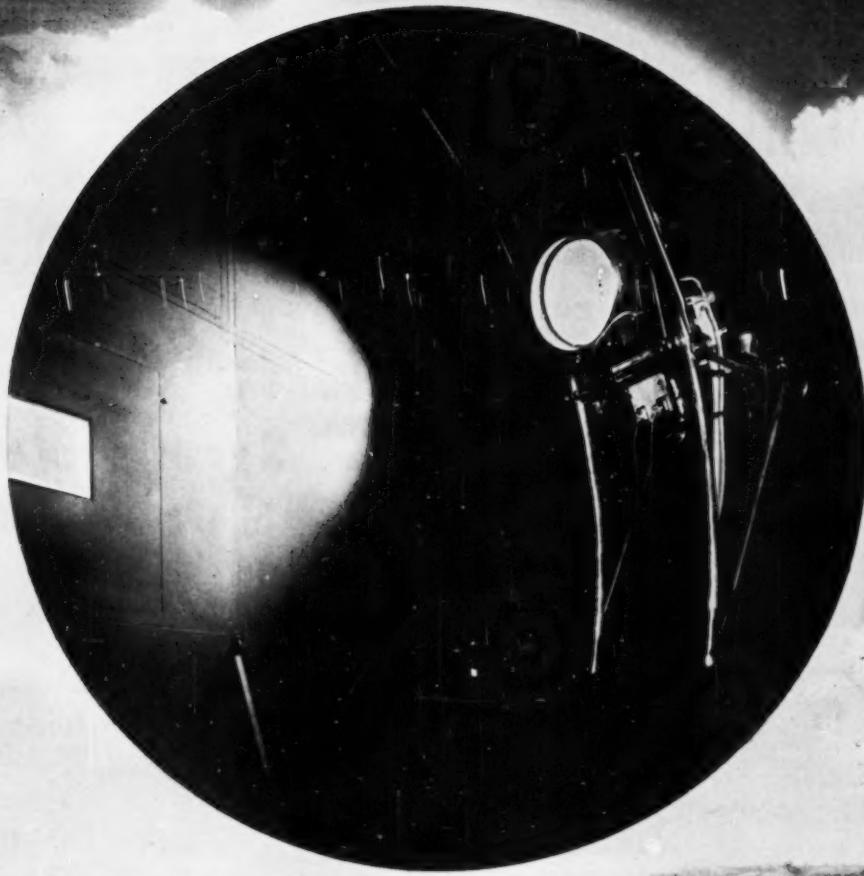


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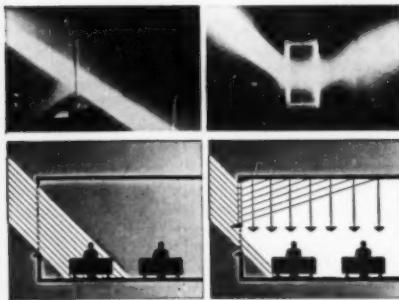
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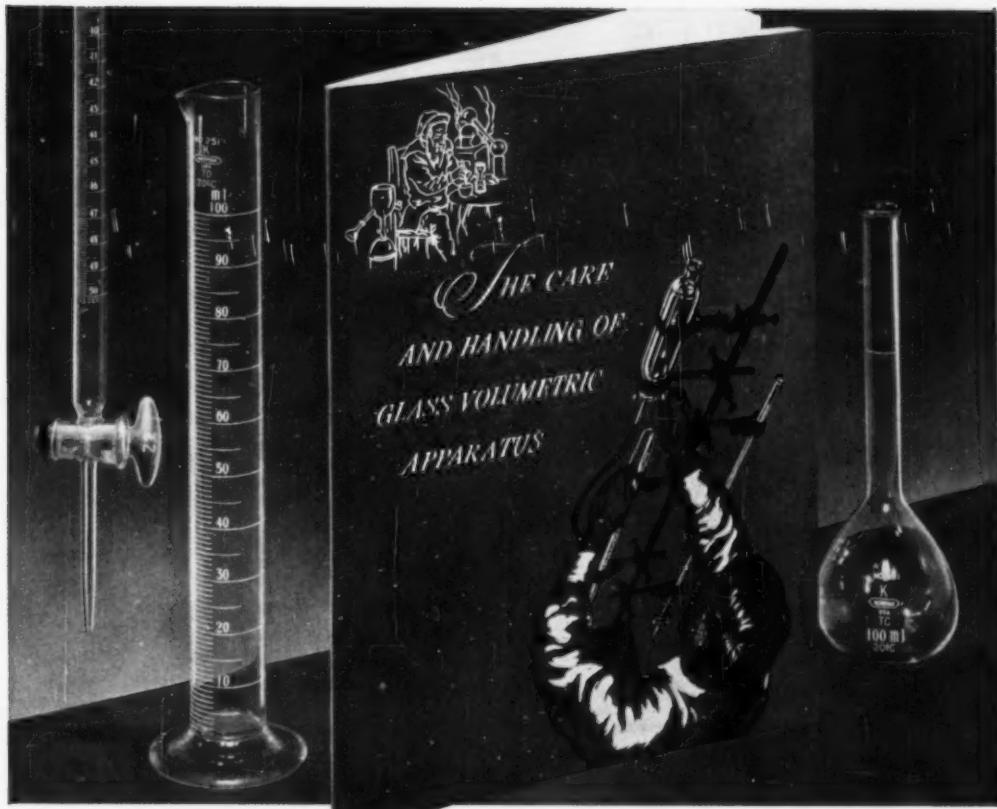
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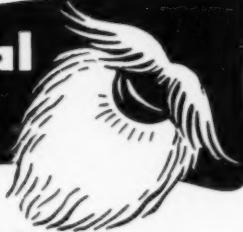
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## INDUSTRY SHOULD HELP SUPPORT EDUCATION

JAMES W. ARMSEY

Director of Public Relations  
Illinois Institute of Technology



CORPORATIONS TODAY ARE SPENDING LITERALLY millions of dollars to prove they are not without a soul. Large sums of money are being poured into elaborate public relations programs. Boards of directors show little hesitancy in appropriating corporate dollars for employee indoctrination, colorful annual reports, glossy house organs, mammoth open houses, lighted bulletin boards, staged celebrations, and every other device that sharp-minded advertising agents and public relations counselors can contrive to promote.

These dollars are being spent in that way for a very good reason; business and industrial leaders are convinced that free enterprise as we know it must be understood if it is to survive. It is easy for them to defend expenditures that indisputably contribute to their continued existence in a free economy.

American business, to date, has seen its way clear to support American education only in a limited sense. Company expenditures for direct benefits from educational institutions are common, e.g. grants for research. Contributions for indirect benefits are less numerous, although an increasing number of firms are allotting funds for fellowships and scholarships without strings attached. Corporate personnel generally maintain that the chief purpose of a business is to prosper, and it can justify to its stockholders only expenditures that lead to the accumulation of profits. Education fares less well now than it did when a less prohibitive tax structure permitted the accumulation of large personal fortunes with resultant major gifts to education.

These remarks, of course, apply only to privately endowed education. Appropriations for state supported colleges and universities have risen tremendously in the last 15 years and particularly since the close of World War II and the enactment of the so-called G.I. Bill of Rights. Few educational institutions supported from taxes are experiencing dire financial conditions despite their constant plea for more money to meet rapidly increasing costs of operation.

The exhaustive study by the President's Commis-

sion on Higher Education resulted in a recommendation which, boiled down to its essentials, simply urged greater support of higher education by the federal government. Such a solution is fraught with danger to the continued conduct of higher education in an atmosphere of freedom.

As businessmen well know, federal support means federal control. Historically, such control is perhaps minute in the beginning, but it usually is rapidly broadened and is seldom, if ever, totally relinquished. Without private support, higher education in the United States will be subjected to the same dangers of regimentation that business itself fears and is so frantically trying to prevent.

Duties and obligations as well as rights and privileges are inherent in the control of wealth. If American business can justify huge expenditures to explain, defend and promote the democratic economy in which it operates and prospers; if, as a good citizen, it legitimately can assume certain accepted and acceptable charitable responsibilities, why should it not go a step further and logically lend its financial support to privately endowed higher education?

It has been charged that privately endowed education, if supported in part or whole by corporate gifts, would be in the pocket of big business. Experience indicates there are no grounds for this assumption. When corporations have made substantial contributions to educational institutions, or when business and industrial leaders have served as trustees of these institutions, there has been little, if any, attempt to influence or direct educational policy. These matters have wisely and prudently been left to educational leaders. The attempts at control have come not from the trustees of privately supported institutions but through the trustees of tax supported institutions.

When federal support remains as the only bulwark of higher education, American business of every variety inevitably will suffer. It will have none but itself to blame if the country's system of higher education is permitted to flounder and collapse in the mire of politically dominated state control.

# Looking Forward

## Sounding the Alarm

THE NATIONAL COUNCIL FOR AMERICAN EDUCATION (not to be confused with the American Council on Education) recently has published a pamphlet entitled: "American Higher Education: Its Betrayal of Trust and Faith." The pamphlet, reportedly written by Dr. Frederick Rand Rogers, makes a slashing attack against higher education: "Americans everywhere are taught by their college experiences to betray trusts, abrogate charters, contravene laws, lie and cheat as a matter of course, engage in chicanery as an expression of 'freedom.'" Other criticisms, written in similar vein, appear in the pamphlet.

The National Council for American Education, founded in 1948 by Allen A. Zoll, in its own published announcements indicates that its purpose is "to eradicate from our schools Marxism, socialism, communism and all other forces that seek to destroy the liberty of the American people." If readers wish to learn in more detail some of the program of N.C.A.E. and the background of Mr. Zoll, the article by Arthur D. Morse in the September 1951 issue of *McCall's* will be most illuminating. The title of the article is "Who's Trying to Ruin Our Schools?" The National Education Association through its National Commission for the Defense of Democracy has revealed the N.C.A.E. as the most active opponent of public education in this country. It should be of help to higher education administrators to know the background of some of its self-appointed critics.

One college that we know about recently has been sharply criticized for the use of certain textbooks in its economics classes as the result of material appearing in the *Educational Reviewer* sponsored by the Conference of American Small Business Organizations through its committee on education. This criticism of the university textbook resulted in the temporary withholding of two gifts amounting to \$9000, which were subsequently turned over to the university after submission of a detailed and complete report.

The late Congressman Frank Buchanan, former chairman of the select committee on lobbying activities of the U.S. House of Representatives, had this to say regarding the problem:

"We have already seen too many cases in which honest and thoughtful educators have had to yield precious ground to self-appointed protectors of the public interest. It is no longer education when curriculums and course content are tailored to meet the special de-

mands of whatever private groups happen to be most vocal in the community."

This is not to argue that higher education should be immune to criticism. It does suggest that careful analysis be made of all criticism, both as to its source and content. Shrugging off criticism or resorting to angry retort is not the answer. If criticism is justified, take steps to correct it; if the attacks are unwarranted and irresponsible, expose them for what they are.

## Gag Rule?

ON SEPTEMBER 4 THE BOARD OF TRUSTEES OF OHIO State University adopted a resolution giving President Howard L. Bevis the power to determine who could be invited to speak on campus. The board also voted that all faculty questionnaires sent to students or the public must get official presidential clearance. The faculty has vigorously opposed such restrictions as constituting a serious threat to academic freedom.

The controversy became heated when Dr. Cecil E. Hinshaw, Quaker pacifist, was refused permission to speak on campus. This refusal of permission was sharply criticized by Bishop Hazen G. Werner, resident bishop of the Methodist church in the Ohio area, in the following manner:

"This handful of men presume to decide what the norms of rightness are in the realms of political and economic thought and seek by their ruling to inflict upon the state university community an acceptance of their judgment without debate. . . . Already we have seen one man refused permission to speak on the campus. This automatically caused him to be unjustly suspected of subversive acts. Nothing in his record justifies that stigma, and nothing has been done to explain why he was refused permission to speak on the campus."

President Bevis is reported in the *New York Times* of October 27 as stating that "The administration of the board's rule will not in my opinion in any sense destroy academic freedom. . . . An organized effort in education requires a plan. A plan implies inclusion and exclusion of subject matter and of teachers and speakers. This of course implies discretion. The difference among us is chiefly over the question: Who is to exercise discretion and about what?"

Quite so, Dr. Bevis, but isn't the currently discussed regulation just the thing that negates the function of a college or university—that of free and open inquiry? Is one-man censorship, which puts a premium on conformity, the way to build a truly significant university?



**When it comes to**

## **CIVIL DEFENSE, colleges are on their own**

IN DISCUSSING CIVIL DEFENSE IN UNIVERSITIES, I shall attempt to outline some of the steps in forming an organization, make some policy suggestions, discuss some of the problems involved, and indicate certain sources of information that are available.

These comments are the results of our efforts at Temple University to provide a measure of civil defense for our university family and come from information, suggestions and discussions held in connection with the executive committee of the buildings control section of the Philadelphia Council on Civil Defense, of which I am a member.

A meeting was called late last fall by the president and the provost of the university to discuss the question. Those present included the vice president in charge of student personnel, the administrative assistant to the president, the director of public relations, and the superintendent of buildings and grounds.

As a result of this meeting, the president delegated the necessary authority to a committee consisting of the four persons in attendance, excluding the provost and himself, to proceed to plan, organize and execute all matters relating to civil defense in the university. This committee, small, easily assembled, and all with a sense of the

**W. P. WETZEL**  
Superintendent of Buildings and Grounds  
Temple University, Philadelphia

responsibility involved, immediately set to work.

With a small, readily assembled committee, decisions are reached easily and with a minimum of confusion, differences of opinion are more easily reconciled, and greater informality prevails with a resultant speed and lack of friction. The membership of a small committee should consist of persons responsible for the student interests, the administration and faculty interest, the physical plant interest, and the over-all public relations point of view.

### **ESTABLISH UNIVERSITY POLICY**

The committee promptly set up four sets of situations and established the university policy in each contingency.

I. Either war is actually declared or something similar to the bombing of Pearl Harbor occurs. In this case, the university will operate as usual.

II. Bombing or other attack, subversive or otherwise, on the Continental U.S. The university will operate as usual; however, 24 hour duty will be arranged so that some responsible person will be available at all units if possible.

III. Bombing or other attack on Philadelphia, Camden and adjacent areas, assuming no serious damage to university property. The university

will not operate until advised by Civil Defense that it is O.K. to proceed. If attack occurs while classes are in session, or an alarm sounds, *all* occupants in buildings are to remain until released by Civil Defense. If an attack occurs when buildings are unoccupied, the personnel on duty will remain until released or relieved.

IV. Bombing or other serious damage to university property. Obviously the university cannot operate in a badly damaged plant. Procedures outlined under Par. III will be in force.

This type of information was of vital importance in giving some predetermined line of action upon which to base our plans. The various members of the committee were assigned specific duties. The vice president, as chairman of the committee, was to be responsible for liaison with local and Civil Defense authorities and with top administration and also for the collection of student and faculty data. The administrative assistant to the president was to be responsible for supplies, equipment and food; the superintendent for plant protection, designating shelter areas, fire protection, police protection, communications, employee training and assignment except first aid, and the public relations director was to prepare information for distribution to the university family, their parents, and the newspapers.

The first-aid and medical service were to be under the head of the health and physical education department for

From a paper presented at the annual meeting of the Association of Physical Plant Administrators of Universities and Colleges, May 1951.

organization and training. For medical advice and for actual operation of the emergency infirmary, the resident physician was put in charge. The committee delegated full operating authority in any actual emergency to the superintendent of buildings and grounds.

It was recognized that authority to make decisions and to act should be vested in one person during an emergency. Since most of the staff to handle the physical problems were physical plant employees, it was simpler to have their usual supervisor in charge. Besides, the physical plant personnel is far better acquainted with the plant as a whole than are other academic or administrative persons.

#### PLACE ONE IN COMMAND

I cannot emphasize too strongly that in an emergency there can only be one final source of command. No committee can make decisions rapidly enough or have the information to act as promptly as can one final authority. The committee could act in an advisory capacity or function in individual assignments. I cannot conceive of any administrative or faculty person having the over-all, detailed knowledge of the university's physical plant to make the necessary decisions in an emergency. The physical plant director or superintendent of buildings and grounds should be given full authority.

It logically follows that the several assistants would be in charge of the particular function they normally control. The detail of assignment would vary with each institution. One should bear in mind the problem of training as many persons as possible in fire control and should keep the technical staff and employees to act as leaders of squads of students and faculty.

One of the gravest dangers in event of an attack is panic. It is obvious that the more people with duties to perform the less likelihood that panic will ensue. Most institutions have some faculty member who is working with or interested in the varying problems concerning atomic radiation. By all means his assistance should be enlisted for special problems and information in that field.

In setting up a university organization, after the directing or civil defense executive committee is formed and the top emergency operating organization is selected and organized, the next procedure is to organize each separate building or group of build-

ings. Each building or group should have one person with one or more deputies who assumes control in event of attack or alert. He is generally known as the building control director. He is responsible for that building and particularly for the personnel in the building. He will need messengers for communications and, depending on the size of the building, he may have a fire squad, first-aid squad, utilities squad, and so on, particularly assigned to his building. Each floor should have a warden in charge who, in turn, is responsible to the building control director.

There are two basic methods of handling a group of buildings on one campus. The first is to provide in each building a complete setup of guards, medical and first-aid equipment and personnel, fire squad, utility squads, and so forth. The second is to organize each building, but to keep only a minimum of special personnel, *i.e.*, fire, utility and first-aid personnel in each building, using largely auxiliary personnel such as faculty and students,

of equipment should be stored in different locations.

We decided that we would attempt to set up one emergency hospital on the main campus rather than try to set up complete first-aid quarters in each major building. The matter of medical supplies is a difficult one because of the impossibility of estimating probable casualties. It is obvious that casualties from 100 per cent down could be anticipated from an atomic bomb. We arbitrarily used 10 per cent as a figure to shoot at. In all our medical plans we did not depend on our own medical school and hospital because they will be tied in with the citywide medical organization.

#### ARRANGE FOR WATER

In arranging for medical supplies, one must bear in mind that water is of primary importance. In any large city that is bombed, the water supply will in all likelihood be disrupted or perhaps destroyed. In such cases, auxiliary tanks should be arranged for and kept full. Narcotics should be stocked in



The matter of medical supplies is a difficult one because of the impossibility of estimating the probable casualties. Temple arbitrarily is using 10 per cent.

and then to assemble the main fire, rescue, first-aid and utility squads at various locations designed to serve certain groups of buildings. These squads are then dispatched to the scene of greatest emergency.

Since it is extremely unlikely that there will be sufficient trained personnel in each particular category to staff all buildings, the second plan seems to be most desirable. It further reduces the expense of equipment. It is better to have two or three or more complete stocks of emergency equipment than to have the same expenditure spread over 20 buildings with little equipment in each. There is one drawback to this plan and that is the possibility of losing a lot of equipment through the destruction of one building; therefore, at least two sets

vaults or other places of extreme safety. A sufficient number of blankets may present a financial problem.

Among the equipment items to be considered for emergency use are crowbars, jacks, lanterns, rope, ladders, emergency lighting units, portable air compressors, hand and mechanical pumps, emergency water supplies for fire and sanitation purposes, axes, shovels, food stocks, fireproof gloves, battery radios, sending equipment for radio, air raid warning sirens, gongs, bells or whistles, shoring timber, hose, tarpaulins, cutting torches, and numerous other construction, fire fighting, and rescue equipment items. Many of these items are on hand in the physical plant stores.

When air raids or attacks are mentioned or discussed, the first subject

to come up is the question of shelter or refuge areas. In the first place, it seems foolhardy to evacuate any part of the city for its suburbs. As an instance, Temple University has nine distinct campus areas in and around Philadelphia, five of which are either outside the city limits in residential areas or just inside the city. These units could in an emergency house a large proportion of the classes of the university or any one of several could house dormitory residents. One of the first decisions of the civil defense committee, based on the bombing and guided missile experience in World War II, was that a missile or bomb aimed at an industrial section might readily land on one of these suburban locations. In any city situation, similar reasoning would follow.

The problem then is limited to selecting shelter areas in college buildings. The areas chosen should be those which offer the best protection from radiation, flying glass, structure failure of the building and which, preferably, have at least two means of egress. They should have at least two and preferably four stories below the roof. Most university buildings are from three to three and one-half stories high. It would seem that the best location would be the ground floor or the first floor in the corridor, provided the corridor partitions are not glass. Interior stairs or fire towers offer a better than nothing shelter area.

#### BASEMENTS AS SHELTERS

The government publications and many articles on civil defense stress the use of basements. In houses of frame construction this is probably correct but I do not concur in a large structure that has such things as steam, water and gas mains of large size in basements. If buildings have basements with large areas without equipment or mains and at least two normal exits, these can be used. If the basements are well below grade and are below the service water or sewer mains, one should be cautious in their use as shelter areas. Perhaps as safe a place as any is under a laboratory table, desk or even on the floor between the rows of chairs in a classroom. It is best to have two masonry walls between the shelter area and the outside.

After the shelter areas are designated, the next step is to indicate to the occupants of the room where they shall go in event of an alert or attack.



Perhaps as safe a place as any is under a laboratory table or desk.

Since each student will be in from five to 10 different classrooms or laboratories during a week, signs must be placed in each room indicating the shelter area to which the occupants shall go. This should be a distinctive sign that the student will see every time he enters the classroom. We have, in addition, printed standard instructions that are placed on each office desk, table and counter in the university. A separate and distinct set of basic instructions is fastened to each classroom instructor's table or desk. All three of these signs are on yellow cardboard with red and black printing.

A further problem is involved if there is a large auditorium to which many outsiders come. Special instructions covering procedures are printed on programs of events held in our auditorium. These instructions are read from the speaker's table or the platform before the beginning of any event involving a considerable group of nonuniversity persons.

#### SAFEGUARD RECORDS

While the problem of safety or relative safety to persons is in process of study and solution, the question of safety of records should be studied. The most vital records of a university are those of the registrar and admissions office. Next in importance are the financial and accounting records and such rare books or manuscripts as the university owns. Also, records of active research should be safeguarded.

One should beware of trying to safeguard general files. There is too much unimportant material in most files to try to safeguard them all. Plans and maps of primary importance to the physical plant may well be classed as essential records, if space is available for them.

The problem of getting the information to the student body and faculty

we considered extensively, and we finally decided to publish a four-page civil defense bulletin giving all the data, organization charts and instructions regarding the civil defense plans for the university. These were distributed at registration, at which time each student filled out a civil defense card indicating training, if any, in specific fields as well as indicating the fields in which he desired training and in which he wished to serve. The same card was mailed to each faculty member. These cards, when sorted and filed, gave ready information from which to recruit student and faculty auxiliary forces.

#### TRAIN STAFF IN FIRE FIGHTING

Special problems on police protection are involved in all institutions in or near large cities. It is desirable to use R.O.T.C., N.R.O.T.C. or any uniformed organization for this work. It also is desirable to have as many of the buildings and grounds staff as possible trained in elementary fire fighting. This can be arranged through the local fire department. Regularly scheduled classes should be held with actual demonstrations of the use of extinguishers and other equipment. The regular fire brigade should be augmented as much as possible with auxiliary personnel.

If we at Temple have learned anything from the Civil Defense and Red Cross organizations, it has been this: We are on our own. We can't depend on the local fire, police and medical services; they will be too busy to help us. We must help ourselves.

It is a long hard job to plan and organize civil defense in any university. It is difficult to sustain interest. It is a decided gamble as to whether it will ever be of use. If we ever need it, and God forbid we ever do, we shall wish we had done more.



AN INSTRUCTOR SHOWS CORRECT METHOD OF HOLDING BALL.

## BOWLING and BILLIARDS PROVE PROFITABLE

**LESLIE SCOTT**

Director, Michigan State College Union  
East Lansing, Mich.

INDOOR RECREATION FOR THE STUDENT body is a great morale builder and can be made to pay for itself when properly planned and operated. Such is the case at Michigan State College at East Lansing, where bowling and billiards, for example, are not only pleasant and stimulating pastimes for the students but a financial success as well.

Michigan State's bowling lanes and billiard tables, of the newest and most modern type, were installed in the Union Building two years ago. They have attracted a heavy "play," giving enjoyment and wholesome recreation to a large portion of M.S.C.'s student body.

In this regard, the Association of College Unions reports that, in answer to a survey questionnaire, 42 colleges believe their bowling equipment to be inadequate to take care of the demand.

These schools set their needs in terms of 380 additional alleys, a good explanation of why the lanes are so busy at East Lansing. There the 16 lanes are almost always crowded during the off-school hours, with waiting lines the rule rather than the exception.

An analysis of the Association of College Unions' survey revealed that the average number of games rolled per lane per day was 40 and the average gross income per lane per day was \$8.90. Total bowling income for the 12 colleges reporting was \$292,204 for a single year, a not inconsiderable sum averaging more than \$24,000 per school per year.

The average income of the 131 billiard tables on which charges were made was reported as \$3.66 per day per table, or a total of \$138,000 per year from only 131 tables, an average of more than \$1000 per table.

The Michigan State billiard room, for example, featuring 14 tables, is fast gaining in popularity. About 200 students daily patronize the eight pocket, two snooker, and four carom billiard tables.

The 16 bowling lanes were installed in June 1949. All profits of the lanes go directly to the Union Building, and no charge is made against the lanes for rental or utilities. The same arrangement prevails in the billiard room. Bowling tournaments are conducted for men and women students, faculty and staff members. League play also is an important part of the bowling program.

Physical education classes for both men and women are held at the alleys from 8 a.m. to noon each day, the students setting their own pins to cut down the cost. With a capable instructor to make certain that they get started correctly, the classes are enthusiastic and well attended. Credit for bowling is given in physical education ratings.

#### STUDENTS SET PINS

With an enrollment of more than 14,000, Michigan State naturally numbered among its student body a great many bowlers. Many more were introduced to the game through the physical education classes. Students pay 27 cents per game, with a dime of this going to the pinboys, all of whom are students. For bowlers other than students, the price is 33 cents per game.

Immaculately kept, air conditioned and well lighted, the Michigan State



Students in physical education classes receive credit for bowling at Michigan State College, where 16 alleys are provided in the Union Building. The very latest in equipment is provided. In their physical education classes, the students set their own pins to help keep costs down. All profits from the lanes go to the Union.



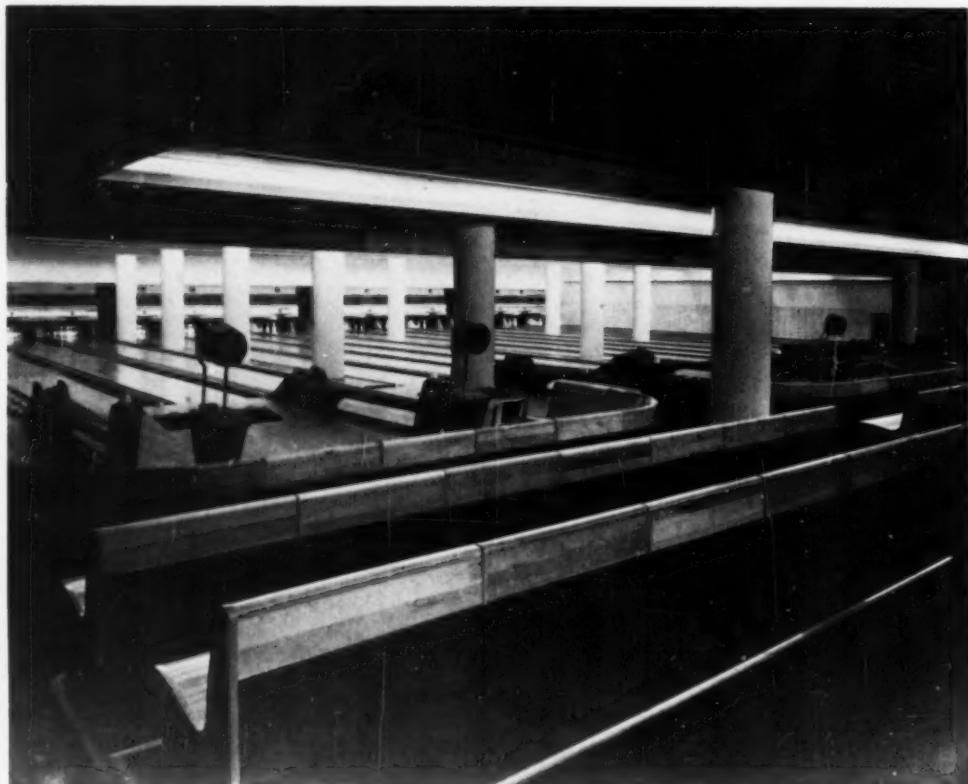


lanes are open from 8 a.m. to 10 p.m. five days each week, from noon until midnight on Saturdays, and from 2 p.m. to 10 p.m. on Sundays.

The statistical report on the play in the billiard room is interesting. It reveals that 60 per cent of the billiard devotees play pockets, 25 per cent carom billiards, and the remaining 15 per cent snooker.

The frequency with which women students visit the room is in a large measure due to the recreational games course sponsored jointly by the women's physical education department. The program was begun after many girls had expressed an interest in the sport; they required only competent instruction to become real devotees.

Left: The billiard room at Michigan State is a spot that is growing in popularity, particularly among the girl students. Below: View of handsome bowling setup.



TOO FREQUENTLY WE HEAR THE REMARK, "Why have a campus plan—it is never followed." The reply is, "A comprehensive campus plan is needed in order to avoid chaos and to provide a guide for the orderly and pleasing placement of buildings, driveways, walks and landscaping features. At the same time, it provides a scheme for integrated placement of buildings and economical extension of utilities and services to the various structures, due consideration being given to the ultimate expansion of the institution."

The development of a campus scheme involves three major steps.

1. A carefully prepared general campus plan.
2. A decision regarding the architectural treatment desired.
3. A comprehensive landscape plan to beautify the grounds and form a setting for the buildings.

The fact that a plan is to be prepared presupposes that a determination has been made of the probable ultimate size of the institution. This

## Steps in developing a good

# CAMPUS PLAN

A. F. GALLISTEL

Director of Physical Plant Planning  
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should be done, although past experience indicates that forecasting attendance and space requirements has not been too accurate. There have been good reasons for this, namely: (1) accelerated research programs frequently financed in part through gifts and grants from outside sources; (2).

accelerated growth of graduate schools, which requires more space per student; (3) a larger proportion of high school students attending college, owing in part to the extensive construction of on-campus dormitory facilities which provide better living conditions, and (4) the G.I. bill,

AERIAL VIEW OF THE UNIVERSITY OF WISCONSIN CAMPUS





View from Observatory Hill showing the men's dormitories located on periphery of Wisconsin campus.

which of course skyrocketed enrollment.

A good campus plan will provide a basis for:

1. Proper location of buildings with reference to other buildings and their relationships within a college and to other colleges, consideration being given to practical length of time for passing period between classes.

2. A guide for expansion of campus area.

3. A good circulation system for both roads and sidewalks.

4. A proper location for service buildings, heating plant, and so forth.

5. A systematic plan for extension of utilities.

6. Proper location of parking areas.

7. Proper placement of expansion areas for unpredictable expansion.

8. A check against snap judgment in locating buildings just because utilities may be available in a specific location which may, however, not be the proper one.

9. Proper provision for accelerated research and graduate programs, institutes and short courses.

These factors were expressed briefly by a councilor of the board of trustees of the University of Illinois in March 1867 as follows:

"In laying the foundations of an institution which is to last through the ages and to affect all future gen-

erations, we have need to plan wisely. We must not expose ourselves needlessly to the inconveniences of changes or to the suspicions of caprice."

Unfortunately, most of us have fallen heir to a physical plant that grew more or less haphazardly. Consequently, we are faced with problems, many of which must be accepted as is, because of the inconveniences brought about by a lack of proper planning on the part of our forebears. However, it is apparent that when most colleges and universities were organized there was no basis for determining what their growth might be.

#### WHAT ABOUT HELICOPTERS?

I recall that in 1908, when our second campus plan was developed (the first one is dated 1851), all indications were that in a period of 50 years our enrollment would be approximately 10,000. In 40 years the enrollment reached more than 20,000. In our 1908 plan no provision was made for parking areas. The plan now in the making provides for the accommodation of some 4000 cars, with suggestions for further expansion. Should we also provide for helicopters? In not doing so, we may lack foresight.

In spite of the fact that an institution may not have followed a plan, no time should be lost in preparing and

adopting one. This must be done with full knowledge that, no matter how good a plan may be, some changes inevitably will be necessary. The plan should be made with this in mind.

Enrollment trends, population trends, and growth of the locale of the institution must be studied. All of these will serve as guides in preparing a plan. Cooperation with local planners also must prevail, so that city and institutional planning can be correlated.

In a detailed study of the plan, consideration must be given to the interrelationship of colleges in order to provide proper locations for buildings and to avoid duplication of facilities. For instance, all students are users of the general library. For that reason this facility should have a central location, or branch libraries will be established.

As lower classmen, all students pursue many of the same basic courses, and usually these are taught in the liberal arts college. This college should, therefore, have a central location, preferably close to the library.

More and more there is being established a close relationship in the study of human and domestic animal prophylaxis and therapy. Strange as it may seem, this makes desirable proximity of the school of medicine and the veterinary science department of

the college of agriculture. Basic bacteriology courses may be taught in the college of agriculture that are also attended by both medical and liberal arts students. Obviously, in such an instance, the bacteriology building must be easily accessible to students in liberal arts, medicine and agriculture.

There may be an interrelationship in the home economics and medical schools in the teaching of institutional management, dietetics and child psychology. If so, the home economics school must be close to the medical and agricultural colleges.

#### PROXIMITY IMPORTANT

Commerce should be reasonably close to liberal arts. Engineering students in the first two years of study must have ready access to physics, chemistry, mathematics, English and other classrooms in the liberal arts college. The engineering college can be somewhat removed from a central location, however, because of professionalization of the later years of study when the college becomes virtually a self-contained unit.

Obviously, the college of law need not be centrally located. It is a pro-

fessional school with but few ties to other colleges. Even its library is not usually a part of the general library. The extension division need not be located on the main campus, since its contacts are not with the general student body. Its location should be contiguous to the campus, however.

#### PROVIDE FOR EXPANSION

In preparing a campus plan, all centrally located land areas should not be occupied in the early stages of development. Expansion possibilities should be provided for each building, and open areas should be provided contiguous to land allocations for adjoining colleges, so that an unanticipated expansion of any one of them can be accommodated in a proper location.

On the periphery of a campus, space should be provided for residence halls for men and women, intramural and intercollegiate athletic fields, navy and army drill fields, armories, barns and paddocks. The intramural fields and buildings should, of course, be as close as possible to the residence halls. Economy of operation calls for location of intercollegiate practice fields and buildings close to intramural facilities, although stadiums and baseball

fields must occasionally be located some distance away for obvious reasons. Barns and paddocks may be separated from residential areas by the athletic plant.

No discussion of a campus plan would be complete without mention of architectural trends. In their original concept most college and university boards felt that there should be some stylistic standard established so that harmony would prevail in the architectural treatment of campus buildings. There was usually much discussion of an appropriate style expressive of the ideals of the institution. Should a local style or local material suggest an appropriate architectural treatment? Should it be collegiate Gothic, Georgian, classical or what?

#### UTILITARIAN TREND POPULAR

Those colleges that adopted fairly ornate Gothic or classical types have a real problem in these times of high costs. What is the trend today? More and more there is evidence of a trend toward the utilitarian. This, in its final analysis, may mean functional or contemporary architectural treatment.

In this connection it is interesting to note that in 1899, speaking before

The Wisconsin Union viewed from Langdon Street, showing functional type of addition (theater) to the traditional building.



the Chicago Architectural Club, Louis Sullivan, the noted Chicago architect, said: "Accept my assurance that the architect is, and imperatively shall be, an interpreter of the national life of his time—you are called upon not to betray, but to express the life of our own day and celebration. A fraudulent and surreptitious use of historical documents, however suavely presented, however cleverly plagiarized, however neatly repackaged, however shrewdly intrigued, will constitute, and will be held to be, a betrayal of trust." And, before this, in 1849, the French architect, Cesar Daly, said: "A new architecture which will take us out of the sterility of the past and the servility of copying is what everybody demands and what the public waits for."

#### NEW MOTIF REPLACES OLD

Many university administrations adopted traditional type of architecture which was to be followed in all new construction. Finally, as the older buildings became obsolete, they were replaced in a new motif. In the Wisconsin plan of 1908, the pattern of the East Campus was set by Bascom Hall and of the West Campus by the newly developed group of buildings on Henry Mall, which was the dividing line between the more formal and the informal developments. Prior to our recently accelerated building program, it was the accepted fact that these patterns were to be continued into the future. It was with these ideas in mind, coupled with the knowledge of many new trends taking place elsewhere, that I welcomed the opportunity to visit other institutions.

With few exceptions, I found a definite trend toward a functional type of architecture. In most instances, an effort is being made to maintain unity by a skillful handling of materials, color, texture and mass. In the main, the results have been successful, although in some instances I found a lack of courage to bring the traditional and functional into close proximity. In others, additions to existing traditional buildings are of a functional nature. In general, this transition is pleasing, although at first it may seem somewhat startling. (Princeton is a notable example of an institution that has retained its traditional architecture on the exterior of its new library.)

Regardless of their former plans or intentions, universities, in the company of other builders, have been

forced to adopt functional designs because of the prohibitive cost of traditional types, which involve expensive and sometimes ornate designs and require highly skilled mechanics. Unfortunately, the anticipated savings have not always been realized. In talking with several eastern contractors, I found that the close tolerances frequently required in functional construction cannot be obtained by the average mechanic. Time lost in training mechanics and in correcting improper construction has increased costs unnecessarily and unexpectedly. This will be overcome as mechanics become accustomed to the present trends.

In my travels I found few universities and colleges that have a comprehensive campus plan. On the other hand, where plans have been well developed I found bold revisions in site planning. For instance, at Ohio State University the entire college of agriculture is gradually being relocated across the Olentangy River. The University of Connecticut is making a similar "move." Such moves are evidence of the fact that a comprehensive plan is a necessity. It may indicate, too, that the growth of educational institutions has not been too accurately predictable, and because of this drastic changes are sometimes necessary. At Ohio State University it is necessary to operate buses between the college of agriculture and the main campus across the river.

#### DON'T NEGLECT UTILITIES

I found institutions "moving" residence halls from the main campus to the periphery and remodeling the former residence halls into academic buildings. It was noted that several institutions were operating more than one steam generating plant, indicating that their utility planning may not have kept pace with their construction programs.

An important function of campus planning is the study of traffic and parking problems. Some of the older endowed institutions merely lock the gates and let everyone shift for himself off campus. On the other hand, Maryland and Connecticut universities have large open areas assigned to parking. Unfortunately, some of these are on the sites of future buildings. Ohio State has constructed large parking areas a considerable distance from the main campus.

Purdue has attempted to alleviate its problem by the construction of wide

roads, fortunately on a level terrain. Road parking is not as pleasing in appearance as that provided by parking areas that can be "planted out." Nor is it practical, except on a level terrain where snow clearance is not much of a problem. It relieves the parking problem but often creates a traffic problem.

Michigan is anticipating the construction of a parking garage in connection with a new hospital development. Minnesota already has surface and subsurface parking areas operated on a fee basis.

Most universities, like most cities, are "at sea" when it comes to a solution of the parking problem. They appear to hope against hope that the passing of the G.I. student will relieve the situation. Administrators at every institution emphasize the need for large parking lots; few have the finances for their construction.

#### AVOID THE EXOTIC

As an integral part of every campus scheme, a landscape plan also must be prepared. The campus plan indicates building sites, roadways, malls, plazas, roads and sidewalks. Regardless of how well these may be designed, the grounds cannot be left "naked." Landscaping provides the tie between the buildings and lawn areas and the setting for all structures above ground. On a formal campus, the landscaping should be of a formal type; on a naturalistic campus, the plantings should follow a naturalistic pattern. In any type of landscaping exotic species should be avoided. Best results always are obtained with plantings native to the area.

I quote an expression by John Ruskin that might well be adopted as a credo by every university planning department. "When we build, let us think that we build forever. Let it not be for present delight, nor for present use alone; let it be such work as our descendants will thank us for, and let us think, as we lay stone on stone, that a time is to come when those stones will be held sacred because our hands have touched them, and that men will say, as they look upon the labor and wrought substance of them: 'See. This our fathers did for us.'"

A paper presented at the annual meeting of the Association of Physical Plant Administrators of Universities and Colleges, held at the University of Oklahoma, Norman, May 1951.

# SETTING UP A STORES DEPARTMENT



THOUSANDS OF DOLLARS ARE TIED UP IN NECESSARY DRUG SUPPLIES IN A UNIVERSITY OPERATING A HOSPITAL.

PROBABLY THE MOST IMPORTANT reason for setting up a stores department covering any group of related commodities is to be able to control and operate a workable, useful inventory policy as a tool of management.

Inventory policy may be defined as "the general practice of an institution at any particular time concerning the ratio between the rate of consumption of a commodity (actual and potential) and the amount of stock on hand and on order." Commercial purchasing departments usually define their inventory policy as it concerns a particular commodity on the basis of days' coverage. It should be remembered that inventory policy shifts from long coverage to short coverage as changes occur in economic conditions in general and as economic conditions affect specific commodity groups in particular.

## CHARLES W. HAYES

Director of Purchases  
Emory University  
Emory University, Ga.

It must be remembered, also, that inventory policy is controlled ultimately by the amount of money available for investment in inventory. Often this is a determining factor in whether or not a stores system is set up at all. If money is not available for investment in an inventory sufficiently large for a good stores operation, it is rather useless to try to set up a system.

## NUMEROUS INVENTORY POLICIES

In considering inventory policy it is important to understand that there is not one inventory policy but a great many inventory policies. It is absurd to exercise the same control over items of very small unit cost as would be ex-

ercised either over equipment items or supply items of great use and high unit cost. Approximately 90 per cent of the money tied up in any inventory operation covers about 10 per cent of very important commodities. The other 90 articles out of 100 that are of low unit cost could be bought on a standard package method even though in such cases coverage for a year or even longer would be achieved.

In determining an inventory policy for a specific commodity, we must consider how easy it is to procure each item and how quickly delivery can be made. There is not much point in stocking heavily on fairly expensive items that can be had from several sources almost at a moment's notice. If a university or college is relatively isolated, it will have to carry more items and larger quantities in inven-

tory than one located in a large metropolitan area.

The relative importance of the article to the institution is a primary consideration. If a college is wholly dependent upon coal for heating and for operation of the steam plant, its inventory policy as it concerns coal will make little sense in terms of days coverage or in trying to guard against a fluctuating market. For that reason, regardless of other considerations, it is necessary that the college stock heavily on coal, particularly when the times are approaching that the miners may go on strike. At other times the college can adopt a more conservative policy and try to get the best buys possible of this fuel.

Generally, such commodity groups as fine papers, laboratory chemicals, and canned goods tend to present a similar situation as to procurement problems. Therefore the purchasing agent is inclined to make and change his inventory policies in terms of commodity groups, although obviously he would not stock gold as carelessly as he might be inclined to stock sodium bicarbonate for the chemistry laboratory.

#### PROPER CONTROL NECESSARY

Let us consider a second objective to be attained by the organization of a stores department. Good organization of the stores department is necessary for proper fiscal and physical controls of materials by management. Unless someone has carefully thought through the problems of operating a stores department and carefully organized for the proper control, both as it concerns the physical commodities and the records in connection with keeping such commodities, a storeroom is likely to be a liability. If the procedures have been worked out properly and are continually being reviewed by intelligent and informed people, however, a great deal in the way of proper management controls has been achieved.

Responsibility for continuous adequate stocks of commonly used items is centered in the procurement department. This responsibility is infinitely easier to handle when good storerooms are organized and are administered by the procurement department. In such cases, if emergency purchases must be made because of inadequate stores procedures, the purchasing agent has only himself to blame and can quickly and conveniently take the steps to correct such a situation. Remedial action, of course, is much more difficult when the

requisitions are coming from some other individual responsible to some other department in the institution.

The outstanding reason for having a stores department as well as for carrying on many of the other procurement functions is to take advantage of the cash savings to be achieved. In a stores department this is achieved by buying in large quantities and by issuing in smaller quantities to using departments.<sup>1</sup> A properly organized stores department enables a school to take advantage of quantity discounts in terms of the inventory policy that has been set for each commodity.

#### CONCENTRATE PURCHASES

A good stores department with proper controls enables the college or university to concentrate several related items into one request for quotation with the understanding that the order is to be placed as a unit with the best bidder. This is particularly advantageous in terms of many scientific, surgical and office supplies, and printing items. Bidders are much more interested in giving a good price for an order that might aggregate \$100, \$500 or \$3000 than they would be in supplying numerous small orders. By concentrating purchases with selected vendors, it is possible to achieve a preferred status in marketing channels.

Numerous small orders are the bane of most purchasing agents' existence. Small orders are extremely costly. It takes as much time and personnel to handle the negotiations for placing, delivery and payment of an order for \$1.50 as it does for much larger ones. If we eliminate the necessary paper work we ruin our system, so we must use essentially the same procedures for



small orders with the possible exception, of course, of eliminating requests for quotations. Vendors often lose money handling small orders.

A well administered stores department will go far toward eliminating rush or emergency orders. Some of the objections to small orders apply

also to rush orders, although rush orders may represent fairly substantial sums. Usually we must place an order at the first source available. A great deal of time is consumed by purchasing department personnel and vendor's personnel in telephoning lists, checking stocks, telephoning back and trying to get the information quickly so that a rush order may be placed. Attempts to make a rush delivery of an order sometimes creates such confusion in the vendor's routines that it actually creates additional delays. The chance for errors is multiplied because of verbal negotiations over the telephone rather than written quotations followed by orders placed in writing and mailed.

A great advantage in having a well organized and administered stores system is that it is fairly easy to eliminate or, at least, curtail many departmental storerooms "controlled" by using departments. We can never get away from small departmental stocks of such items as letterheads, rubber bands, and paper clips. And it is probably much better to allow science departments to maintain working inventories of commonly used items. There are dangers, however, in departmental storerooms in that there is no consistent inventory policy. Each department administers its stock as it sees fit and often such administration is relegated to a graduate student, a student assistant, or a secretary.

#### COMBATS OBSOLESCENCE

Standardization efforts are largely defeated, too, when departments run their own small stores operations and much more money is tied up in aggregate with less adequate protection for future needs. Increased obsolescence is likely in situations where the stocking, issuing and the using up of supplies are done on a hit-and-miss basis. Central control combats the obsolescence factor. A good storeroom will issue out the first purchased items first. Even if standards are changed so that a superior product is purchased, it is best not to issue it until the old product is exhausted. With centralized control of stores it is often possible to return merchandise for credit before obsolescence has become an appreciable factor. The mere fact that trained personnel is continually watching the turnover of stock goes far in achieving efficient operation.

Let us consider briefly the type of storerooms that a university may have.

Some types of items controlled by a stores operation are common to almost every school. Many items are peculiar to the local situation.

All schools will find it a good policy to maintain an office supply storeroom, if for no other reason than to standardize and to save money by quantity purchasing. Maintenance supplies primarily for the building and grounds department is another category of commodities that should be controlled by a good stores setup; thus it not only will benefit this department but will furnish incidental service to instructional or research departments which may require some of these items in small quantities.

In many institutions the building and grounds storeroom is broken down into various groups: hardware and mill supplies; plumbing and steam fitting supplies; electrical supplies and equipment; refrigeration and air conditioning supplies; paints, varnishes and painters' supplies; machine shop and welding supplies; cabinet shop and carpentry supplies; supplies for the sheet metal shop; plastering and masonry supplies; grounds and nursery supplies; janitorial and housekeeping supplies; garage supplies, and, finally, tool room storage.

#### LIMIT SOME SUPPLIES

Some schools find it feasible to operate a central storeroom for scientific supplies and apparatus. At Emory University we operate these commodities on a departmental basis and have fairly good stocks in four locations only: chemistry department, biochemistry department, hospital storeroom, and physics department. For other departments we place small orders as needed from local houses and, in our annual bid list, include larger quantities of items the need for which can be definitely determined a year in advance. If a school does operate a scientific supply and apparatus storeroom, I would suggest the stocking of commonly used items only or items used heavily by two or more departments.

Special apparatus should not be stocked, at least in large quantity. Research projects have a way of shifting their emphases, leaving a relatively large number of special burettes or special chemicals that might deteriorate. Good local scientific supply houses simplify the problem considerably. They can stock the material and carry a much larger inventory than it would be feasible for a college to maintain.

The savings to be achieved by massive purchases in this field are considerable, although not as large as in some other areas. The purchasing agent must guard against deterioration of

way. For large orders, of course, the purchasing agent may order directly for the department or for some new building equipment account, still adhering to his standards.

Let us consider now centralized control of stores operations. Whether the purchasing agent is primarily responsible for the stores operation or whether it is the direct responsibility of some other individual it must be recognized that the purchasing agent is vitally concerned with its success. He can accomplish a good purchasing job much easier by using the aids of properly administered stores facilities and records. He can more easily achieve for his institution quality control, quantity control, and standardization.

Another factor in the control of a stores operation is the physical location of the storeroom or storerooms.

If there is one very large warehouse storing all commodities, a fairly elaborate delivery system to all the points of the campus is necessary. In such a case it may be wiser to control the stores operation by having commodities in various categories stored in several places, nearest the point of greatest use. Industry has begun to use this technic. Control can be achieved regardless of physical location if the system is properly set up and if the records are properly administered.

#### DELAY DEFEATS PURPOSE

The problems of storing a great diversity of items in one large warehouse are difficult indeed. If it takes too long to get items from the storeroom, departments will soon demand departmental storerooms, defeating the very purpose desired in setting up a central stores service. Control can be achieved in a decentralized stores system through having inventory records and purchasing records in a central place. In actual stores keeping, that is, the receiving and issuance of goods, one or two or three well trained persons can become expert in handling related commodities for which they are responsible and they can learn how to deal with people whose departments they service. It is difficult, however, for these people to become expert in the handling of all commodities that might be stored by a university and in dealing with a research professor at one minute and a carpenter foreman at another.

NEXT MONTH we shall discuss operation of the stores department.



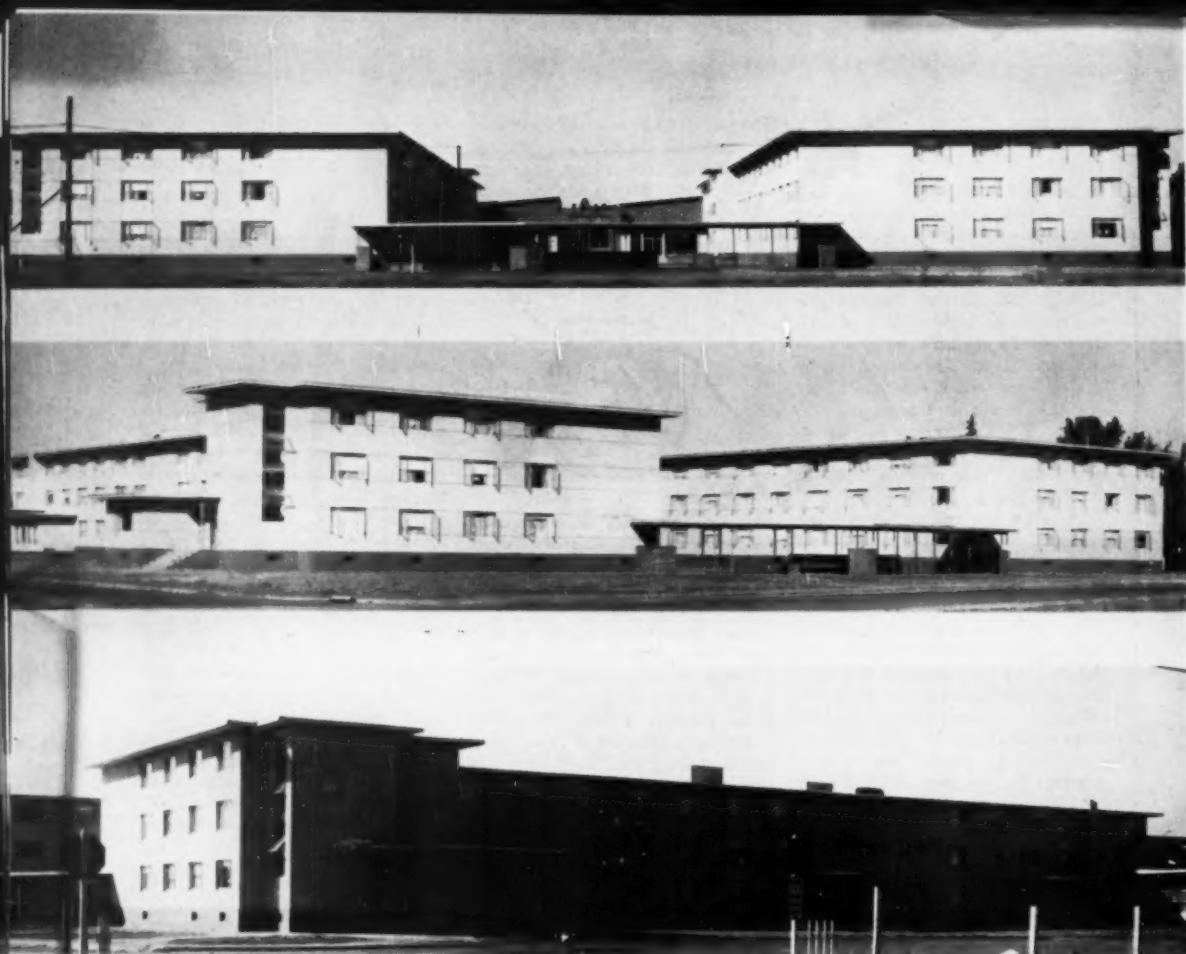
certain chemicals and must remember that many of them offer definite fire hazards and would cause considerable increase in insurance rates if consistently stored in quantity.

Many institutions operate centralized food storerooms. This special operation is often administered directly by a director of food services. Any food operation, whether centralized or not, must maintain stocks of basic canned goods, cereals, bagged products such as flour and sugar, sauces and cooking oils, some meat storage, and possibly frozen meats and vegetables.

Some schools have invested heavily in storage facilities for food service and have worked out elaborate routines of transferring items from the central storeroom to the kitchens.

Those institutions operating hospitals must purchase and store hospital supplies and drugs. The inventory of a 300 bed hospital cannot be much under \$100,000 at any one time in order to provide the kind of protection that the patients may need. If there is only a school infirmary, there is a much lesser problem, although several hundred or even several thousand dollars may be tied up in necessary drugs and consumable supplies.

Many colleges and universities operate a central furniture and office equipment storeroom or carry it under the same controls as office supplies. Such items should be standardized and should be closely administered by the purchasing agent. Otherwise the institution will have a hodgepodge of mismatched furniture and will lose all flexibility in shifts from one department to another as needs change. A well defined standardization policy can best be achieved by having central storage and issuance of furniture and office equipment, at least in a small



UNIVERSITY OF CALIFORNIA RESIDENCE HALLS

## Desirable standards in **RESIDENCE HALL**

IT IS ASSUMED THAT WE WANT TO provide students with more than mere shelter and food at a price. We want to create an atmosphere of respect and pride in their surroundings that will foster stable standards of conduct and produce harmonious group life. We want to give opportunities for self-development, for profitable use of leisure time, for organized social and cultural programs. Residence halls should contribute to the education of the student in the broadest sense of the word."

This quotation is the opening paragraph of "Some General Specifications for Items Required for Adequate Residence Halls," developed on the Berkeley

campus of the University of California by a committee composed of academic and administrative personnel most interested in a sound residence halls program. Appearing in its final form as a pamphlet, this document is the result of several years' travel and study by committee members during which all applicable existing residence halls programs were visited or reviewed. The opening paragraph clearly states our residence halls philosophy. In order to arrive at desirable construction standards, it is necessary to have this philosophy constantly in mind.

Lest we fall into the trap common among educational institutions, it

might be well to point out that the committee's research included many hours spent interviewing students. No residence halls program can be completely successful unless it is built on a foundation of student requirements and subjected to the final test of student response. With this introduction, let us proceed to the construction of our residence halls.

As at all universities and colleges, our first limitation is the budget. How much per student can we afford to spend? This, of course, is determined largely by the source of funds used and our ability to amortize borrowed money. Rates of interest and number of years to repay are important factors.

View of one of the lounges at the University of California's new dormitories, each of which accommodates 200 men.



## CONSTRUCTION

**RICHARD H. NEDDERSEN**  
Residence Halls Supervisor  
University of California, Berkeley

The financial aspects must be developed along with our philosophy. We must never sacrifice our philosophy to the excuse, "It would be nice to have the kind of residence halls we want, but they are not financially possible." Once we have determined how much per student can be spent it becomes necessary to fit our specifications into the budget without sacrificing our aims. If it becomes apparent that anything less than "adequate" will result, a successful program is probably in jeopardy.

An adequate program incorporates everything necessary to carry out our philosophy combined with economics of design and construction to make it

financially possible to both build and operate. Stated simply, our program consists of groups of residence hall units, each housing and serving meals to 200 students, but having a common kitchen and administration. We consider four units to be the most desirable group.

Let us first look at a residence hall. Two hundred students live under the supervision of a head resident, assistant head resident, and two graduate residents. They have their own dining room, lounge, library, game room, music room, and recreation room. In addition, a study is provided on each bedroom floor. We consider a group of 200 as large as is desirable if stu-

dent government is to function properly. A smaller group is more desirable for both supervision and student government, but not as likely to be financially possible. On our Berkeley campus we now operate a residence hall for 200 undergraduate men. Our experience with this hall has convinced us that groups of this size can be properly supervised and can develop high caliber student government.

Four single bedrooms are provided in each hall, in addition to the quarters for the supervisory staff. These are desirable, but are not considered indispensable. The remainder of the student rooms are double. The head resident is provided with a living room, bedroom, kitchenette and bath. The assistant head resident has a combination bed-living room and bath. Graduate residents live in single rooms but share bath facilities with the students.

Because they constitute the major portion of the building and therefore represent the largest part of the cost,

it is important that student bedrooms be a minimum size, but entirely adequate. After much measuring and arranging of furniture, we arrived at 160 square feet (exclusive of closet space) for each student double room. This floor area allows ample room for arranging two beds, two desks, two desk chairs, two chests of drawers, and one bookcase. In addition, each student has a wardrobe closet 2 feet deep, 5 feet long, and 6 feet high, with sliding doors.

#### COMMON ROOMS

Each floor of the student bedrooms is provided with a common study, including a kitchenette. The size of this room is determined by the number of students living on the floor. If a bedroom floor accommodates 100 students, a lounge equal in size to two of the double rooms, or 320 square feet, provides adequate space. The kitchenette could be of the pullman type, occupying no more than 80 square feet, in addition to the lounge itself. Also included on the bedroom floors are a linen room, janitor closet, pressing room, and bathroom facilities.

In women's residence halls, we include separate hair washing and hair drying facilities to avoid having the

normal lavatory facilities used for this purpose. Individual built-in lockers for towels and toilet articles are included in the bathrooms. Both house telephones and pay telephones are provided on each bedroom floor unless there are telephone facilities in each bedroom. Recent experience in the use of individual room telephones through a central switchboard has indicated that this arrangement is the most desirable from the point of view of the students, and therefore should be given every consideration during construction.

Other areas that are common to a complete residence hall for 200 are the entrance lobby, office space, lounge, library, dining room, recreation room, game room, and music room. The entrance lobby should be adequate for good circulation in addition to providing waiting room and washroom facilities for visitors. Six hundred square feet for the entrance hall proper, plus 500 square feet for powder room and washroom facilities, are recommended. The ultimate arrangement of this square footage is dictated by the final arrangement of the entire building. Another 1200 square feet provides adequate space for a main office, private office for the head resident, post

office, and necessary washroom facilities for the office staff.

Perhaps the most important of the common rooms is the lounge. Twenty-four hundred square feet is recommended for this room; it should have a fireplace, and be properly furnished to create the atmosphere of home. For women students, date rooms of 150 square feet each, with five or six per residence hall, are provided as alcoves off of the lounge. For the library, 600 square feet provides adequate space for a recreational reading room. It is not intended as a study hall, but rather as a place for students to relax and satisfy their needs for recreational reading.

#### DINING AREAS

The dining room also has a minimum of 2400 square feet. Adjacent to it there must be an area that will make possible both cafeteria and table service. This requires an additional 600 square feet. The recreation room calls for another 2400 square feet, best located in the basement; it usually can be placed under the dining room. Also highly desirable are the game room of 250 square feet, for card games, chess, checkers and other similar types of games, and the music or radio room of 150 square feet, used primarily for record playing and radio listening.

Laundry facilities are important to both men and women students and can be made available in the basement area of the bedroom wing, accessible to the students without their having to pass through the entrance lobby. These facilities should be arranged in three separate rooms, each having 300 square feet. The three rooms would be for washing, drying and ironing. In women's halls, a sewing room of 120 square feet adjacent to the laundry facilities also is desirable.

This briefly completes our residence hall for 200 students. Four such residence halls are then grouped around central facilities that provide the kitchen and administration for the group of halls.

The central administration of the four buildings is operated by a residence halls manager, who is responsible for all operations except food service, and a food service manager, who operates the kitchen and dining rooms. The residence halls manager can quite possibly be expected to live on the job, and living quarters consisting of living room, bedroom, bath



One of the two libraries designed for recreational reading, not study.

and kitchenette are therefore provided.

The general administration area includes the main office of 600 square feet for the staff of the residence halls manager, private offices of 120 square feet each for the residence halls and food service managers, a communication center of 100 square feet for systems to receiving office, kitchen, office, building manager, housekeeper and control office in each of the four residence halls. Separate washroom facilities are provided in this area for the staff and guests.

In the functional area, we include a control office of 200 square feet at the service entrance where all deliveries are received. Necessary corridors and circulation areas require 1500 square feet. There is a general storage area of 2500 square feet near the control office for supplies other than food. The machine room, vent systems, boilers, machine shop, trunk storage, and incinerator rooms require about 5000 square feet. A mending room of 150 square feet for the housekeeper is very important. Restroom and locker room facilities for building personnel other than kitchen help require 1400 square feet. The housekeeper's supply room and linen room will need 400 square feet.

To complete our building, we add the central kitchen. The facilities to be provided are governed somewhat by the method of operating the food service. If there already is a central food storage and processing operation in existence, it will not be necessary to include elaborate storage, bakery and meat processing units. In general, we want a design that will permit the movement of supplies in a forward direction from the point of delivery of raw food to the several service areas with a minimum of deviation from a straight line.

The same principle also applies to the handling of soiled dishes and garbage. There should be well-defined work areas for the various types of food preparation, grouped in such a way that they will not interfere with one another, that their raw food materials may be conveniently delivered to them, and that their finished products may move into the main flow of food toward the serving areas at the most convenient and logical point with as little crossing of traffic lines as possible.

The main kitchen area is rectangular shaped, approximately 40 by 60 feet, or 2400 square feet. It must have

proper cross ventilation with ceilings high enough to bring windows above the usable wall space and yet not so high that their cleaning presents a major maintenance problem. Every arrangement and every finish within the kitchen area should be designed and selected for efficient operation, ease of maintenance, and good morale effect on the employees.

Accommodations for the staff include two private offices, 80 square feet each, both located to afford an unobstructed view of the main kitchen area. For the kitchen staff, locker rooms, restrooms, toilets and showers require 1500 square feet. These should be located between the employees' entrance to the building and the kitchen. It is also highly desirable to have a separate dining room of 400 square feet for the employees, so located that, if it is to be used by house employees, they will not have to enter the kitchen.

#### CENTRAL DISHWASHING ROOM

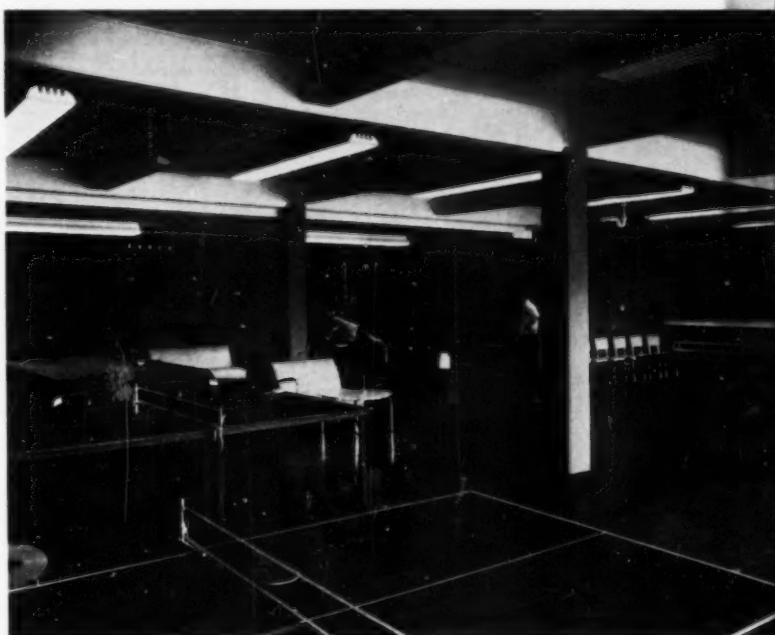
With our type of arrangement (dining rooms grouped around a central kitchen) the dishwashing problem can become complicated. The most practical solution would seem to be a central dishwashing room made available to the various dining rooms by a system of dumb-waiters and conveyor

belts. This of necessity would be on a different level from the kitchen, preferably in the basement. A minimum of 600 square feet is required.

Food storage should be provided to handle all the various types of foods. The area necessary would be governed by the type of food service operation in effect. Necessary facilities include dry storage for staples and canned foods, 1000 square feet; cool storage for fruits and vegetables that do not require refrigeration, 200 square feet, and refrigerated storage broken down into meats, dairy products, fresh fruits and vegetables, and deep freeze, 250 square feet.

Throughout all our planning and construction, we must never lose sight of the importance of using, whenever possible, the kinds of materials and finishes that will ensure long life and easy maintenance. A few extra dollars spent during construction may mean the saving of many thousands of dollars during the life of the building.

There are, of course, many other details that go into the construction of residence halls. It is our feeling that if the items covered here are used for background and as a foundation to build upon, the results will bring a wholly adequate residence halls program for an American college.



One of two recreational rooms with a snack bar in the right rear center.



WOMEN'S RESIDENCE HALL, STATE COLLEGE OF WASHINGTON

**KEY TO FLOOR PLAN**

1. Vehicle Entrance  
2. Main Lobby  
3. Parlor  
4. Dining Room  
5. Serving Area

6. Kitchen  
7. Service Yard  
8. Lounge  
9. Ramp  
10. Toilet

11. Laundry  
12. Elevator  
13. Counselor's Suite  
14. Sun Porch and Deck  
15. Garden Area  
16. Terrace



Hillside terrain dictates shape of this

# RESIDENCE HALL for 400 women

IN PREPARATION FOR CONSTRUCTING a residence hall for 400 women, the State College of Washington felt it beneficial to explore the work being done in other institutions having similar residence hall problems. As a result, a thorough survey was made of about 25 colleges and universities in the approximate climatic zone of eastern Washington.

After analyzing the information obtained from other institutions, we reviewed our own requirements. From this information a fairly clear program was prepared for the use of Paul Thiry, Seattle architect, who had been retained to prepare plans and specifications. This program listed all facilities to be included in the building and the required space relationships, general indication of room areas, building material preferences, toilet fixture schedules, and similar general information.

It became apparent that there were two distinct requirements in connection with a residence hall. First, the problem of the dormitory room itself, which naturally resolved into a large number of small nonpublic rooms for sleeping and study, plus toilets and other service rooms. These small rooms require no artificial ventilation, with the exception of laundries and toilets.

The second requirement is that of providing social, recreational and food service facilities. These are generally large rooms, visited by the public, which require mechanical ventilation. Normally, these are placed in one building with dormitory rooms having small spans placed above the dining rooms, lobby and social area, which have large spans. This results in undesirable columns in the large rooms or the construction of big trusses to carry these superimposed loads of the dormitory rooms.

It seemed to us that this was not logical and therefore the solution finally determined separated the two basic requirements into separate units.

## PHILIP E. KEENE

College Architect  
State College of Washington  
Pullman

The second reason it appeared desirable to divorce the two parts of the building was occasioned by the hillside site on which the building was to be constructed.

The center section of the group shown in the model at the top of the opposite page is the portion of the building designed to be used by visitors; it houses the main office, lobby, parlor, dining rooms, kitchen and apartments for the head resident

and the building manager. A recreation room for informal gatherings is located on the mezzanine floor above the main lobby. This section of the building is connected to the residence hall wings by a covered bridge which is on a level halfway between the second and third floors.

This center building—the source of noise, odors and confusion—is mechanically ventilated. By the building being separated into two main sections, the mechanical ventilation was simplified because the vertical ducts from the public spaces, dining rooms, and kitchen go directly to the roof rather than up through four floors of dormitory rooms. This saves floor space and decreases duct lengths and fan sizes.

Dining room capacities are for 100 girls each and are so arranged that three of the rooms may be combined into one for large social occasions or banquets. The dining room floor is raised slightly above the glass-walled corridor leading to the four dining rooms, which permits a vista of the garden area that is being developed in the spaces between the separate sections of the buildings.

Separating the dining rooms from the kitchen is a serving room, which fills a double purpose. It is used at breakfast and lunch as a cafeteria line and at dinner as a serving area for table service. The kitchen, with its ceramic tile walls and floor, stainless metal equipment, acoustical metal pan ceiling, and natural light will provide a pleasant, sanitary and easily maintained place to prepare food for the residence hall.

The dormitory wings are primarily for study and sleeping, although in the center of each wing are two small lounges near the connecting bridge and ramps for the girls' private use. It is a place to smoke, play cards, converse and gather in small groups. Each lounge has a small kitchenette that can be used to prepare light snacks.



It was considered desirable to have twice as many double rooms as single rooms. We wanted to make a study room as little like a bedroom as we could and therefore the problem resolved into one of making the sleeping facilities as inconspicuous as possible. In order to achieve this, the bed slides under a bolster fastened to the wall which acts as a back rest when the bed is used as a sofa. At night the bed is rolled away from the wall on specially designed rollers that prevent the bed from touching the floor, for it was believed any roller on the floor would soon leave a track.

Under the bed are two large drawers for extra blankets, tennis rackets and the like. Each girl has her own desk, study chair, lamp and bookshelf. She has her own wardrobe and vanity, a small built-in medicine cabinet, and a tack board on the wall on which to pin up pictures.

A place to hang wet wash cloths and towels has been successfully achieved by means of a closed recess in the convector cabinet under the windows. This permits rapid drying of wet cloths and disposes of the unsightly cloth and towel frequently seen draped over the foot of the bed or hanging on a hook on the closet door.

On each dormitory floor of each wing there is a laundry room to serve 50 girls. It is equipped with two ironing boards and an automatic coin operated washer and dryer.

Where the two dormitory wings join is a sun porch and deck for sun bathing. This facility could be obtained at no additional cost since it serves as a means of egress that is required to meet the exit requirements of the National Board of Fire Under-

Typical single room for study and sleeping. Full width windows give room feeling of openness. Translucent glass fiber cloth stretched on aluminum frames slide across entire opening to assure privacy and eliminate excessive sun and need for other window coverings.



writers code. Early studies were based on making two separate buildings of the dormitory wings, which would have required a fire stair at the end of each building. By combining the buildings, exit can be obtained from one wing to the other through the sun porch, and therefore the two stairways could be omitted.

Vertical circulation between floors is by ramps. At the head of the ramps on the second and third floors are a special bedroom and bath for the assistant counselors. Each counselor is responsible for two floors of one wing or, in other words, 100 girls.

A call system has been installed that will permit the main desk to call for any girl or permit any girl to call the main office. This is used to relay messages from the desk to the room occupants or to call a girl to the public telephones, located in booths near the head of the ramp on each floor. It is not possible, how-

ever, to listen in on any of the rooms from any station. It was found after studying this problem that we could obtain this personal touch between room and office for little more than the cost of a conventional buzzer system. On this same speaker we are able to transmit radio or phonograph music from the main desk; this the occupants can turn on or off as they choose.

The wings of the residence hall were built on piers for several reasons. First, there seemed no good use for the space that might be built, since the food and general storage area is in the basement of the central building and dormitory rooms are not desired in first floor locations. Second, the sloping site had rock outcroppings at one end of the wings, which would have made basement construction expensive. The third reason was to avoid basement rooms and to eliminate the problem of subsurface drainage, which occurs just above the rock strata.

Opposite Page, top:  
Sketch of main parlor. Balcony is separated from mezzanine recreation area by glass wall. Doorway in background leads to main lobby.  
Bottom: Diningroom for 100 girls. Three other dining rooms at left can be opened into one room. This Page, right:  
One of four informal lounges for use of the dormitory girls.



# RESIDENCE HALL ACCOUNTING

*made easier through punched card installation*

AS THE NUMBER OF STUDENTS USING residence hall facilities increased after World War II, including 1000 units of temporary housing for married students, it became apparent that our system of accounting for residence hall accounts receivable was no longer satisfactory.

Our system was the unit record type, one ledger card being used for each student's accounts receivable activity for the year. Posting registers were used to record all transactions on these ledger cards, picking up the old balance, current transaction, and computing and printing the new balance each time an entry was to be recorded. This file of ledger cards comprised the sole record of accounts receivable and served as a subsidiary ledger for the control accounts of deposits and accounts receivable. The file contained 4500 accounts and was served by two cashiers and two multi-register posting machines. The amount of time needed to close the registers daily and prove the daily postings could not be spared because of the volume of transactions. Consequently, the task of daily proving became neglected and posting errors became difficult to discover. It was apparent that a third cashier should be employed, a third machine purchased, and office hours for counter service shortened if the records were to be maintained correctly. At this time a study was launched to determine the feasibility of using the facilities of the punched card service offered on our campus by the statistical service department. As a result of the study, the accounts receivable procedure was changed to a punched card system, effective with the academic year 1949-50.

## WHY CHANGE WAS CONSIDERED

To understand better why this change was necessary, a short description of the policy governing this phase of accounting during past years is needed. Board and room contracts for residence hall students are charged at

the beginning of the year. Students are allowed to pay contracts on a monthly basis. Reservation payments are required several months in advance and the last monthly payment is due on May 1, more than one month before the end of the term. Deferred income arising at the beginning of the year from this source is distributed monthly to the various dormitory and dining service units on an occupancy basis adjusted for all changes and cancellations.

It was found that the use of punched cards offered several advantages over the old system, and a discussion of these advantages follows.

Formerly, the cashier's office was responsible for posting all entries and collecting all cash. The record keeping function and the cash collecting function were separated at the time the system was changed to punched cards, and all entries now originate with the residence hall accountant in the business office except for cash receipts and cash refunds. The posting registers still are used to record cash received or paid out on the tub-file copies of statements, but no balances are computed on the registers. The cashiers are responsible for proper collection and refund of cash only. Separation of the record keeping function from the cashier's office has resulted in a decidedly improved accounting practice, allows more time to perform cashiering duties, and gives better counter service to the students.

The cashiers formerly kept the only record of residence hall and dining service accounts receivable. This had always been considered a weak feature. Through the use of punched cards, records are now available in both the business office and the cashier's office. Also, the punched card files themselves now constitute a supplemental record.

**F. E. OLIVER**

Manager, Business Office, State University of Iowa

Another decided advantage is the automatic monthly proof of the detailed punched card files to the control accounts. Errors are not so likely to occur if punched cards are used. If errors do occur, they easily can be uncovered by speedy machine analysis of the flexible files of punched cards, and no longer is it necessary to perform the tedious manual inspection of ledger cards to search for hand posting errors.

Monthly statements mailed to students were handwritten each month and showed only name, address and amount due on the first of the month. These statements are now prepared on punched card machines in much less time as part of a three-part form, showing name, address, previous month accounts receivable activity, balance at both the beginning of the previous month and the beginning of the current month, and the payment due at the beginning of the current month. A description of other uses of the three-part form is given later.

## COMBINES TWO PROCEDURES

Distribution of monthly earnings to residence hall and dining service units was a separate job previously, but now it is combined with the accounts receivable procedure to take advantage of punched card machine short cuts common to both tasks. Consequently, another saving was effected by eliminating a separate procedure.

Plans to add an additional cashier and posting register were dropped, and the present staff is adequate to handle all cash transactions. Service to the student body is maintained on the old level; shortening of office hours has not been necessary.

Our present system of accounting for residence hall and dining service accounts receivable and earnings distribution centers on two reports,

N103		DOE JOHN A		12	6231	
ROOM NUMBER		NAME		DORMITORY NUMBER	CONTRACT NUMBER	
DATE MO. DAY	DESCRIPTION			CHARGES AND CREDITS	DATE DUE	
301	BALANCE FORWARD			18900	4 1 50	
303	CASH RECEIVED			6500	6750*	
320	TELEPHONE TOLL X2145			250		
				12650*		
STATE UNIVERSITY OF IOWA STATEMENT OF DORMITORY ACCOUNTS RECEIVABLE						
PUNCTURED-HOLE BUSINESS FORMS INC. MANUFACTURERS SINCE 1919						
PAY LAST AMOUNT IN THIS COLUMN MINUS SIGN ABOVE INDICATES NO PAYMENT DUE THIS MONTH						

monthly statements of each student's contract and monthly ledger of accounts receivable and earnings.

The monthly ledger shows all 4500 student accounts separated into alphabetical sequences for each dormitory unit. Two additional "dormitory" unit numbers have been set up, one to include advance payments as a waiting list not yet assigned to an active dormitory, and another for old balances in process of being refunded or collected. Neither of these two groups yield dormitory earnings, of course, and the latter group is usually completely cleared within a few months after the balances are set up as delinquent.

#### SOURCE OF VARIED INFORMATION

Information appearing on the ledger includes the following: residence hall unit number, student name and contract number, room number, reference date and number, accounts receivable balances and monthly debit and credit detail, and earnings for each student contract separately for room and board. Totals are accumulated and printed for accounts receivable balances and earnings for room and board at the end of each dormitory unit. Board and room earnings for the month on an occupancy basis are entered into the various dormitory income accounts from these totals of earnings on the accounts receivable ledger, by the residence hall accountant.

Individual statements for each student contract also are prepared monthly. This is a three-part form and has multiple uses. The original copy is detached and mailed to the students through the campus exchange mailing

Individual statements for each student contract are prepared monthly. Original copy of the three-part form is mailed to the students through the campus exchange mailing service.

service. No additional sorting is needed as the statements come from the tabulator alphabetically for each residence hall unit, and they are mailed in this sequence. The amount due on the first of the month is prominently indicated on the statement and is automatically adjusted for any additional charges or credits (telephone tolls, guest charges, hospitalization credits) that would result in a change in the schedule of monthly payments. The adjusted amount due is obtained automatically by wiring the punched card equipment to subtract the standard accounts receivable balance for the subsequent month from the actual accounts receivable balance for the current month for each student's statement. The second and third copies are still attached to each other and are held at the cashier's windows in tub files in the same sequence as above. When the monthly cash payment is received at the window, the proper two-part statement is pulled and inserted in the posting register to record the receipt of cash. A blank form to serve as the student's receipt is posted in the same operation. No balances are picked up or rung into the register in this operation.

After the cash transaction has been recorded, the two-part form is separated. One copy is inserted in the

cash receipt voucher for the day and the remaining copy is returned to the tube file where it is held for the rest of the month in case additional cash transactions require posting or further reference is desired by the cashiers. This copy serves as a memorandum history record at the cashier's window and serves to replace the old ledger card.

Deposit accounting is a simple adjunct to this procedure. A separate file of punched cards is maintained for deposits outstanding on residence hall contracts. Cards added to this file are punched from cash receipt vouchers and cards deducting from this file are punched from cash refund vouchers. Monthly detailed lists of outstanding deposits are prepared from the cards to prove to the control account.

#### ADVANTAGES ARE MANY

The most important advantage gained from this change is the separation of the bookkeeper-cashier functions. Other advantages are summarized as follows: easy duplication of individual records if they are lost; ease of proving to controls; cashiers' efforts not expended for other duties, and earnings by unit for room and board automatically distributed.

This change in procedure has been effected without extra cost when compared with the additional expense that was contemplated in continued use of the old system. Also, the students are now served with less effort and greater dispatch, and they are receiving more comprehensive information concerning their accounts.

# RESIDENCE HALL ROOM with a difference

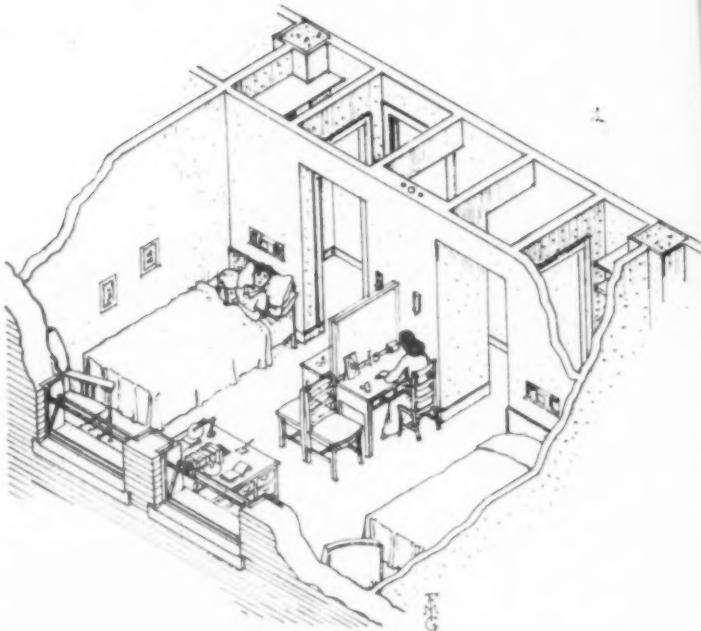
WILLIAM A. RILEY

Curtin and Riley  
Architects  
Boston

THE unit shown here is the result of many years of intensive study during actual construction of nurses' homes.

The primary objective was to provide a combination of a place to live as well as a place to sleep—a living room by day and a bedroom by night. Moreover, it reflects something of the cheer and friendliness of a home, a valuable point in maintaining high morale and pride in room appearance. Every provision is made for conserving the occupants' time, for making study hours more efficient, and off-duty hours pleasanter and more restful.

A large closet for each nurse, with two shelves and ample garment hanging space, and a lavatory in a tiled recess, with medicine cabinet and bracket light above it, have been provided at the corridor entrance, so that these utilities are away from the exterior



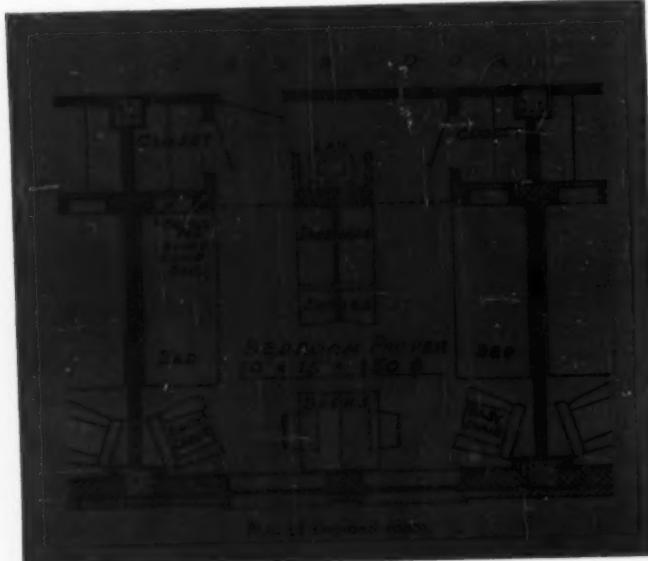
Isometric view of room.

wall and the room proper can be squared off as shown, resulting in a pleasingly proportioned 10 by 15 foot room, and providing the required 150 square feet of area.

Two windows provide ample light and ventilation, with concealed risers for radiation under windows.

The furniture has been arranged to give the maximum amount of privacy so desirable to occupants, and yet provide maximum circulation space for their activities. Recesses shown over heads of beds hold books, radio and alarm clock, with a fluorescent light fixture under front edge, for night study or reading. Dressers, combination desks with drawers, together with closets, provide ample storage space.

This unit, varying considerably from conventional plans, and having many new ideas which have proved attractive to personnel, was first used in the new nurses' home at Mary Hitchcock Memorial Hospital, Hanover, N.H., which was completed in 1950.



MANY COLLEGE STUDENTS FIND IT not only more economical but more convenient to do their own personal laundry. However, since commercial launderettes are sometimes so located that it is not convenient for the student to take his clothes to them, Dubuque found a good solution to the problem.

Through the cooperation of the school and the manager of one of the launderettes in town, the following plan was devised. The school furnishes the hot and cold water, the electricity, and the space. The equipment and care of the room are furnished by the launderette. No special supervision is required. All machines are coin operated with the income going to the launderette. The rates are set at 15 cents for a wash (no soak period being provided); 10 cents for 60 minutes in the drier; 10 cents for 20 minutes on the ironer or a quarter for 60 minutes.

The 60 minute drying time has proved to be adequate for most articles of clothing. A person can open the drier and remove an article at any stage in the drying process. This makes it possible to take the article when damp dried and begin ironing. If the clothes are heavier, or are not to be ironed, students will sometimes leave them in the drier for a longer period. Additional lines for drying clothes are placed in a court outside for use when weather permits. The rates can be varied to fit the facilities furnished and the financial rewards desired from the enterprise.

Dubuque had previously provided meager laundry facilities for dormitory students. The machines were in frequent need of attention and repair, and supervision of the facilities was difficult. While the present solution

**Commercial firm cooperates to provide**

## **SELF-SERVICE LAUNDRY**

**on university campus**

**J. W. WARNER**

Business Manager, University of Dubuque  
Dubuque, Iowa

means no income to the university, and does add some expense for the additional hot water and electricity used, it is doubtful if there is any actual increase in cost since there is no capital investment for the institution and no maintenance. It has been the policy to furnish laundry facilities as part of the room charge. The machines, being the property of the launderette, are serviced by it. When a machine is reported in need of repair, it is serviced within 24 hours.

Three automatic washers are located in the basement of the girls' residence hall. The girls seem to prefer the hand ironers and usually provide their own. School owned irons can be checked out through the housemother's office. Two large well ventilated drying rooms are equipped with permanently installed clothes lines and ironing boards with appropriate electrical outlets. Installation of driers was dependent upon the demand.

In the men's residence hall there are five automatic washers, two driers, and

two ironers. Two permanently installed tubs belonging to the university were left in the room so that the more soiled pieces of laundry can be soaked or scrubbed before being put into the machines. Students frequently bring their books along and spend an hour studying while doing their weekly wash. On week ends radios often are heard as the students hear the football game, opera or mystery as the convenience of modern machinery saves them some back breaking, knuckle bruising toil.

The privilege of the use of this laundry room at no extra cost has been extended to the many married students living in trailers and small apartments in the neighboring community. Even faculty members occasionally make use of these facilities.

The plan has been in effect at Dubuque for five years and has worked out very well. With the helpful co-operation of a local launderette this can be a practical solution to a college laundry problem.



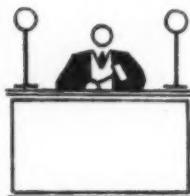
Five automatic washers and two driers in men's hall.



Two driers and two ironers in the girls' residence hall.

**Tax economies through the purchase of**

## **ANNUITY CONTRACTS**



**for college employees**

**T. E. BLACKWELL**

Vice Chancellor and Treasurer  
Washington University, St. Louis

APPARENTLY, FEW EDUCATIONAL administrators have realized the full implication of Section 22 (b) (2) (B) of the present Internal Revenue Code. This provision of the code presents significant tax reduction possibilities to the employees of educational and other nonprofit organizations. The retirement plans of many colleges and universities provide for the purchase of individual retirement annuity contracts, with the institution paying one-half or more of the monthly premiums and the employee paying the remainder, usually through the medium of a pay-roll deduction.

### **NOT CURRENT TAXABLE INCOME**

The amount paid by the institution for the account of the employee toward the purchase of his retirement annuity contract need not be reported by the employee as part of his current taxable income. The section of the Internal Revenue Code referred to reads, in part, as follows:

"If the employer is an organization which is exempt under Section 101 (6), the employee is not required to include in his income the amount paid by the employer for an annuity contract . . ."

However, the employee is not permitted to go entirely tax-free through this transaction. He must pay a tax, after retirement, upon that portion of the payments received under his retirement annuity contract represented by the premiums paid by his employer.

There is, however, still a considerable tax economy resulting from this deferral as to the period during which the tax is payable. If he had been compelled to include the payments by his employer toward his retirement annuity contract in his taxable income in the years they were paid by his employer, every dollar of such payments would have been taxed in his highest tax bracket. By deferring the tax until after his retirement, he will pay a tax in a much lower tax bracket, reflecting his reduced income at that time.

Moreover, the employee will be entitled to \$1200 personal deduction after the age of 65,<sup>1</sup> rather than \$600 prior to the attainment of that age. If his wife is also over 65, the two of them will enjoy a combined exemption of \$2400 per year. Consequently, many individuals will pay no tax at all on their retirement annuity benefits.

### **EMPLOYER CAN PAY ENTIRE COST**

There is nothing in the present tax law to prevent an employer paying the entire cost of the retirement annuity contracts for his employees rather than only a portion. Many of the present retirement plans of the colleges were formulated several years ago when the federal income tax rates were much lower than they are at the present time. Consequently, little attention was directed to the fact that, by asking

<sup>1</sup>Internal Revenue Code, Section 25 (b) (1) (i) and (ii).

an employee to pay a portion of his retirement cost, he was thereby being compelled to pay an immediate tax upon the funds thus used, whereas his employer could pay it for him without this tax burden. Commercial corporations are permitted to treat such payments as deductions from gross income, if the retirement plan meets with certain requirements of the Internal Revenue Code and if the income of nonprofit corporations is not subject to taxation.

When these plans were formulated, the undeniable psychological values of having an employee share in the cost of his own pension plan was uppermost in the minds of those formulating the retirement programs. However, today, with all citizens called upon to pay the costs of past and future wars, it would seem desirable to restudy the tax implications of this concept of the employee sharing a major portion of his retirement costs.

Moreover, it is not necessary to revise the entire retirement program in order to obtain substantial tax savings. The retirement plan of a commercial corporation must grant substantially similar benefits to all employees in order that the payments made therefor shall be deductible by the corporation for tax purposes. The Commissioner of Internal Revenue, before approving the plan for tax purposes, must be satisfied that it does not "discriminate in favor of employees who are officers, shareholders, persons whose principal duties consist in supervising the work of others, or highly compensated employees."

### **SOME CONTRIBUTIONS UNLIMITED**

This provision of the code, of course, inhibits special contractual arrangements with individual employees with respect to the amounts to be paid into their retirement accounts. A nonprofit corporation is not subject to this inhibition. It is free to make as large a contribution as it sees fit to the retirement annuity contract of any of its employees. If an employee is in the upper salary group, past middle age, and alert to tax implications, he would undoubtedly prefer to have an additional thousand dollars paid into his retirement annuity contract each year rather than to receive the same amount each year as an increase in his salary.

For instance, the chairman of the department of chemistry may be an

<sup>1</sup>Internal Revenue Code, Section 165 (a) (4).

unusually valuable member of the faculty. He may decide that, in justice to his family, he should accept an offer from an industrial research laboratory at a much higher salary than the institution can afford to pay. In attempting to retain him, the dean of the college could well point out to him that a large portion of his larger salary would be needed to build up an estate sufficient to support his wife and himself after his retirement from business. These dollars thus dedicated to his future needs would be taxed in his highest tax bracket. For a much smaller sum each year, the college could purchase for him equivalent retirement benefits. Furthermore, it could, by a larger single payment, purchase a paid up retirement contract for him, giving him immediate assurance of protection without subjecting him to a tax burden at his present high rate.

If his retention as a member of the department of chemistry is of sufficient importance to the institution and to the community, the college might appropriately solicit gifts from its friends for this special purpose. They would not only obtain a reduction of their own taxes by such gifts, but they would have the added satisfaction of knowing that their dollars would have maximum purchasing power in consummating this worthy purpose.

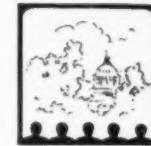
#### ANNUITY BETTER THAN CASH

The same plan could be used in other cases. Many institutions employ business and professional men on a part-time basis to teach in their extension divisions or elsewhere on the campus. These men, for the most part, are already in the higher tax brackets. The additional compensation they receive for part-time teaching may mean little to them, since so large a fraction of it is taken by the tax collector. These individuals could be more adequately compensated by retirement annuity contracts being purchased for them. The same dollars, or fewer, used for this purpose, would mean much more to them than if paid in cash. Thus, the institution's salary dollars could be stretched.

It is suggested that the reader make his own computation of the savings that could be made within his institution if it should decide to take full advantage of the tax economies possible under this provision of our federal tax law.

## NEWS NOTES FROM WASHINGTON

1951



FRANCIS J. BROWN

Staff Associate  
American Council on Education

IT CAN BE SAFELY SAID THAT THERE has never been a time when persons high in the agencies of government and the public generally have placed such high value upon the rôle of our colleges and universities in our national life. The following excerpts from the third quarterly report of Charles E. Wilson, director of defense mobilization, to the President are illustrative and could be duplicated from other sources.

"Analysis of the pool of manpower available for military service under the Universal Military Training and Service Act of 1951, passed June 19, shows that the present military strength objective of about 3,600,000 men can be reached and maintained without undue strain on the manpower pool. Moreover, the present policy on deferment of college students can be continued—with an initial group of some 500,000 students expected to be deferred until their schooling is completed.

"The deferment, of course, merely delays the time when the student's obligation to military service will be fulfilled. In the future, approximately 200,000 inductees annually will be students who will have completed their education.

"A further increase in our goals for military strength would require re-examination of military manpower

From a paper delivered at the 37th annual meeting of the Association of Urban Universities, Cincinnati, October 1951.

policies, not only those affecting students but other policies as well.

"Our most serious long-range manpower problem is the need for more and more of the highly skilled technical and professional workers. We need such skills right now but our needs will grow as the present defense program reaches its peak, as our new capacity permits an expansion of our economy, and as our whole economic, social and military structure becomes more complex.

#### TRAINING CANNOT BE DELAYED

"Training skilled industrial workers and educating highly specialized professional and technical personnel are long-range tasks, which cannot be delayed. The educational, medical, engineering and other professional services require at least four years of college training or its equivalent and many of them require a number of additional years of graduate work.

"A study completed in August shows that it will be increasingly difficult to meet requirements for professional personnel even if current policies on deferment of college students are continued. . . .

"The need for mechanical, aeronautical and electrical engineers is well known but other engineers are also needed. . . . If we maintain the 1949 level of physician care and still meet military, civil defense and other mobilization needs, the expected 1954 supply of physicians falls short by an

estimated 22,000. Similarly, shortages of 9000 dentists and 49,000 nurses are anticipated by 1954. . . .

"The fact that in September the schools of the nation opened woefully short of elementary school teachers is of major significance to our future strength. Our world leadership and our dealings with other nations have created a shortage of fully trained American specialists in the economy, language, customs and culture of these countries.

"Under these circumstances, the country must utilize to the full its available supply of all categories of highly trained technical and professional workers and guide more students into the shortage fields."

This attitude of placing high value upon education not only is reflected in verbal statements; it is shown in many other ways. The armed forces have expanded the number of their R.O.T.C. units from 160 in 1941 to 410 in 1951. The number of college men whose inductions into active military service will, short of total war, be postponed until graduation and their acceptance of a commission has increased from 128,000 in 1941 to 275,000 in 1951. Each of the armed services provides financial assistance to its personnel who enroll in courses in approved colleges and universities on their free time to work toward a degree. Also, several thousand military personnel are assigned to institutions of higher education to take specialized courses that have a direct bearing upon their services in the armed forces.

#### DEFERMENT POLICY

Perhaps even more important as an indication of this favorable attitude are the policies and procedures established in 1951 by the National Training and Service Act and by national headquarters of the Selective Service system. The law provides for mandatory postponement of induction of college students for the academic year in which the student receives his first orders to report for military duty. The regulations of Selective Service, vigorously supported by General Hershey and his staff, authorize local boards to defer students who receive a designated score on a national competitive examination or who maintain grades that keep them in a prescribed portion of their class in college.

When this deferment plan was first announced, there arose a storm of pro-

tests spearheaded by a national chain of newspapers and underscored by many editorials and by radio commentators. These protests were based upon three false premises: (1) that deferment was equivalent to exemption; (2) that the plan removed discretion from the local board, and (3) that it was a prime factor in determining who should go to college.

The American Council on Education in cooperation with Selective Service and the Educational Testing Service immediately launched a radio



series that clearly pointed out the fallaciousness of each of these three premises. The law specifically indicates that deferment is not exemption by continuing the age of liability for military service to 35 rather than 26 as for all others. Neither the law nor the regulations remove discretion from the local boards, which have always had and continue to have the authority to postpone the inductions of persons "essential to the national health, safety or interest" or "in training and preparation therefor." The test score and class standing were additional criteria to be considered in determining deferment.

While national headquarters has the authority to review cases in which deferment is denied by the local board, it is extremely significant to note that with variation in a few communities this appeal has been necessary in only a small number of cases. After the general public was informed of the fallaciousness of the initial statements, there has been at least acquiescence and many instances of editorials and comments vigorously endorsing the present plan of deferment.

Other indications of the attitude of recognition of the vital rôle of higher education include: the vast expanding research programs in colleges and universities through contracts with government agencies; an increase in the amount of federal funds available for scholarships and fellowships and in the increasing support for an over-all program of federal scholarships, and congressional insistence that a larger

amount of steel and other scarce materials be allocated to education.

A final evidence of this attitude is in the trends in enrollment. Colleges doubled their enrollment each two decades from 1900 to 1940. After the drop during World War II, the number climbed to an unprecedented peak of 2,500,000 in the fall of 1949; this was due largely, but not solely, to veteran enrollments. The June 1950 graduating classes were the largest in our history and were only slightly smaller in June 1951. With these large numbers of veterans completing their education some decline in enrollment was inevitable. The total decline in the two years since the 1949 peak is running somewhere in the neighborhood of 17 per cent.

More important than this over-all figure is the fact that the number of students attending college for the first time showed a slight increase even when they were competing with the large number of veterans and has likewise increased in both 1950 and 1951—this in spite of the fact that the total population becoming of college age has been approximately 50,000 less each year, reflecting the declining birth rate of the early 1930s. In 1935, the birth rate began to increase at approximately the same rate it had declined during the first half of the period. We are thus at the lowest point of potential students but the number will begin to increase by the fall of 1953.

#### NEW PHRASE SUBSTITUTED

I wish I might continue on this optimistic note but to do so would be to fail to review the present situation realistically. Heretofore predictions regarding the continuing of deferment and other policies affecting colleges and universities could be protected by the phrase "short of total war." Today a new phrase must be substituted, "short of as yet unannounced policies regarding the still further expansion of the armed forces and their consequent impingement upon every aspect of our economy, including the institutions of higher education."

Perhaps the basic issue that we will face within the next few weeks is whether the military will continue to make its ever expanding demands unquestioned and unchallenged. A year ago I indicated certain alternatives that might be presented. I pointed out that this 3,600,000 figure appears to be determined largely on the basis of

the number of bodies that might be made available to the military; that it might be reasonable to request a justification of this figure in terms of Manning tables setting forth, without violation of security restrictions, the number required in specific activities within the military to maintain our military security. Another suggestion was that if the international conflict is in fact a struggle of the democracies of the world against a common foe, is there not a basic responsibility on the part of the United Nations to have more than a token international armed force? And a third question which implies a suggestion, could not women take over many of the noncombatant activities now carried on by men in uniform?

#### WORTHY OF CONSIDERATION

If these suggestions had merit a year ago, they may be worthy of even greater consideration in the light of the rumored still further expansion of our armed forces.

There is another aspect of this whole issue that has been frequently discussed but it is now more pertinent than ever. I refer to the possible establishment of universal military training at a time when such great demands are being made upon our manpower to maintain an active army in being.

There are those within the military who frankly recognize that it is unwise at this time or so long as universal military service is required to draw off the men necessary to set up and officer such a pilot program. In this connection it is interesting to note that even those who advocate U.M.T. frankly admit that at this time it will decrease by not one man the numbers required in active military duty. If this statement is true, it removes the basic reason previously given for U.M.T., namely, that it will *increase* the reserves and correspondingly *decrease* the undemocratic aspect of a large standing army.

A further factor that bears directly on this point is that the Defense Act of 1951 requires a total span of eight years of active and reserve status for every ablebodied male whether he is given six months of U.M.T., two years of active service through mandatory induction, or three or four years of service through voluntary enlistment.

There is a third factor that is extremely disturbing. As the number

in the manpower pool diminishes, and especially if the military seeks to step up its requirements, the squeeze on total manpower will become very serious. In spite of the fact that General Hershey has announced the examinations on the basis of which students may be eligible for deferment for the academic year 1952-53, there are those in the Pentagon who speak of student deferment as for this year only.

After more than a decade of persistent effort, the present plan of horizontal deferment—in terms of ability rather than subject matter specialization—is in operation. As the demands for manpower increase, there will be some educators who, in the interest of their specific subject field, will be willing to scrap the horizontal deferment in order to be certain of deferment of students in their specialized fields. Such vertical deferment will result in the World War II competition among fields to be declared "essential" and again will curtail or entirely eliminate deferment for those majoring in the humanities and the social sciences. There will be others who will come forth with other proposals, each sincere in his own conviction. But if we are to retain the present system and make the adjustments by raising the general require-

ment estimates a minimum need of 255,000 tons of steel for the fourth quarter of 1951; 104,000 tons were allocated. For the first quarter of 1952, this was cut back to 94,300 tons, thus actually stopping construction already under way on 721 projects.

The second aspect of the problem is the subdivision of allocation to higher education. The proposal was made that the steel allocated for higher education be cut back more than 50 per cent and that the determination of division among the various levels of education is to be made by the Defense Production Administration rather than by the designated claimant agency, the Office of Education. The third is that the Office of Education has been given this very serious and demanding responsibility without funds adequately to carry on its responsibility.

#### COMMITTEE CHAIRMAN TESTIFIES

At its last meeting, the council's committee on relationships of higher education to the federal government discussed these problems with representatives of the Office of Education and the Defense Production Administration and, on October 18, Dr. J. L. Morrill, president of the University of Minnesota and chairman of the committee, testified before the subcommittee of the House committee on education and labor dealing with the priority problem as follows:

"The first is that education at all levels—elementary, secondary and higher—be given a sufficient allocation of steel and other scarce materials not only to meet the minimum requirements of replacement but also for critically and demonstrably required expansion. Less than 1 per cent of the total annual steel output would meet all the basic needs of education.

"The second recommendation is that the Office of Education retain full and complete responsibility not only for the determination of need but also for the division of such steel and other materials as is allocated to education among the various levels of education and to specific school systems and colleges and universities. Discretion at this point is imperative and only professional educators who know the entire field of education should be entrusted with this responsibility."

Both the House and the Senate subsequently passed resolutions urging a reconsideration of the whole problem



ments—on the test score or in class standing—it will call for united action and a spirit of compromise on the part of the educators themselves.

With this broad setting I turn to a brief résumé of current developments from the Washington scene. The situation concerning the allocation of steel and other scarce materials began to be complex as early as June of this year. It became extremely serious with the announcement of the allocation for the fourth quarter of 1951 and still more serious when allocations for the first quarter of 1952 were released by the Defense Production Administration. Three aspects to this situation demand our concern. The first is total allocation. The Office of Edu-

of allocation of steel and other scarce materials to education.

A proposed federal scholarship bill has been prepared but not introduced. The draft of the bill differs in one major respect from the one introduced in the last session of the Congress in that 60 per cent of the scholarships must be awarded to individuals majoring in fields related to defense activities. This addition is unwise as it would give to the federal government an effective means of influencing enrollment in the various fields of instruction.

Another concern of the council, still in the discussion stage, is the possible extension of social security benefits to employees of publicly controlled institutions. There are three possible approaches to this problem. One that would resolve only a small part of the issue would be to have Teachers Insurance and Annuity Association declared to be a private system of annuity even though the institution's payments are from public funds—municipal or state. A second would be to procure an amendment to the act which would give to publicly controlled institutions of higher education the right to decide whether or not they choose to come in under federal social security. The third would be to remove entirely the present restrictions upon publicly controlled employees of all types. This third does not appear to be a wise alternative because it would again revive the opposition of public employees vigorously and successfully expressed when the bill was under original consideration.

#### SEEK MEMBERS' JUDGMENT

The council study of a year ago indicated that more than 70 per cent of the publicly controlled colleges and universities at that time desired to come in under the act. It thus appears that the second alternative seems most desirable and most feasible. However, before further action is initiated, the council is again procuring the judgment of its members. On the part of privately controlled institutions we will seek to discover the effect that the permissive legislation has had in extending coverage to its employees. In the case of the publicly controlled institutions it is important to know if they still desire coverage.

There are other items that can be covered in almost single sentences. The National Science Foundation which requested \$14,000,000 for its

first year of operation received an appropriation in the last hours of this session of the Congress of \$3,500,000. It will shortly announce its plans for research fellowships, much restricted from original plans because of the limitation of funds.

The proposed legislation to extend the general plan of the navy R.O.T.C. to the army and air force was left for action by the next session of the Congress. Likewise, no final action was taken on the reserve bill specifically defining the categories of reserve for the remainder of the eight years beyond the period for active military service. It was reported favorably by the House committee.

The bills to provide aid to the institutions training for the health fields and the special legislation pertaining to nurses were in the closing days of the session referred back to their respective committees.

Support was rapidly growing in the last few weeks of the Congress for the resolution that would set aside the royalties from oil below tidelands level for education. A total of 18 senators on a bipartisan basis had asked that their names be added as supporters of the resolution. It is anticipated that when the Senate reconvenes this list may well be extended to include a majority of the Senate. The bill will have greater difficulty when it is introduced into the House which has three times passed a quit-claim bill giving the title to the lands to the three states adjacent to the oil.

The council continues to be active in the field of educational television and is seeking funds with which to provide substantial assistance in programming in order that education may effectively utilize the channels that have been tentatively allocated to it.

There are two broad statements with which I conclude this 1951 round-up. One is to summarize recent data supplied by the Bureau of Vital Statistics and to point out its implications for education. If 1940 is taken as the base, and if the percentage change in population by ages in 1950 is charted on this base, the number of babies one year and younger will be 70 per cent above the 1940 figure. This line will drop down rapidly and at age 15 will fall below the 1940 base. It will remain below the 1940 level to age 45 and between ages 25 and 35 will be approximately 20 per cent under the number of this age group in 1940. At age 45 it again

comes above the 1940 base and rises consistently to the age 75 and above. This means that for at least the current decade we face a period of the lowest number in the productive age and the highest number at both extremes of dependency. The implications of these data are obvious since the demands upon manpower are for those in the productive age span. It has implications for school and college planning for both operation and construction for the immediate and long-range future.

#### FIND WAYS TO PEACE

The final statement is to emphasize again the absolute necessity of continuing to find ways to peace. It is now all too frequently stated that we must maintain the present unprecedented expenditures for the military since the only way to peace is through force. It may well be that for this present period a very high proportion of our financial resources, our productivity, and our manpower must be requisitioned for military security. But if in so doing we lose sight of the long-range basis of our national security and the goal of world cooperation we shall lose regardless of the outcome of actual or potential war. If we build barracks at the sacrifice of school buildings, if we induct men into the military at the expense of the necessary training for productive skills and international understanding, if we give so much to re-arm the nations of the world that we curtail the exchange of persons program, the Point IV, and Voice of America, we shall fail to develop the international cultural relations upon which permanent peace must rest. If we fear communism to such an extent that we curtail the freedoms inherent in democracy, then we shall be giving communism its most effective weapon to be used against us. If we think and speak only in negative terms, then we will fail adequately to interpret democracy to the peoples of the world.

Higher education has a supreme responsibility to speak vigorously, effectively and positively on the issues that so vitally affect our colleges and universities. In so speaking we are not defending a vested interest, for it is to our institutions of higher education that the nation and the world are looking for the leadership in skills, knowledges and understandings essential to maintain our total national economy and world security and peace.

# KEEPING food service COSTS IN LINE

ONE METHOD OF CONTROLLING costs in food service is a followup on every single expense that is incurred in the operation of dining halls. These include costs of food sold; salaries and wages; social security tax; uniforms; laundry; fuel for cooking; electricity and lighting; travel; ice and refrigeration; menus; stationery and printing; cleaning supplies and expense; advertising; telephone, telegrams and postage; plants and decorations; federal, state and city taxes and licenses; china and glassware; linen; silverware; kitchen utensils; equipment; repairs; rent; water; heat; insurance; depreciation; amortization of improvements; cleaning, and paper supplies.

Since we must depend upon many others to help us to keep our costs in line, I like to approach this problem from the standpoint of the various functions of our business. These are: (1) management; (2) procurement of food and supplies; (3) receipt of food and supplies; (4) storage and warehousing; (5) issuing of food and supplies; (6) menu planning and food preparation; (7) service and selling; (8) housekeeping and personnel, and (9) office and accounting.

**1. Management.** Before any plan is established for keeping costs in line, there must be a complete understanding on the part of everyone as to just what is to be accomplished. This begins with management.

The principal function of management is to induce others to perform certain duties. Everyone knows that there will be no "inducing" of any kind without a tremendous amount of cooperation on the part of all concerned. We must remember that we are actually manufacturers of food, and we perform all the functions of a food manufacturing plant.

Keeping in mind the fact that we are a big business, let us apply a few of the principles that have made big business successful. As managers we have certain tasks that we must perform. The time and sequence in which the manager carries out these tasks cannot be specified, nor is it feasible

**THEODORE W. MINAH**  
Director of Dining Halls  
Duke University

to determine their relative importance in the total job. In nearly all cases the tasks are carried on simultaneously, and they represent a continuous and changing process.

The manager must carry out or see that the following tasks are accomplished, tasks that have a direct bearing upon keeping costs in line:

1. Plan all policies of the department, establishing time, cost and quality limits for all objectives.
2. Plan the programs to carry out these objectives.
3. Build an organization structure to carry out programs, a structure for line organization that will integrate those processes and activities that keep costs in line.
4. Plan and install procedures and methods for activities, developing routines and systems for supervision, production, service and accounting activities.
5. Administer the finances, estimating budgetary requirements.

6. Staff the organization, including recruiting, training and placing employees so that they may produce maximum results.

7. Provide the information necessary for control, including the setup of a system of control records and



reports to collect and summarize information for management's use; development of standards of cost, quality and production, and development of a system of internal audit as a continuing control device.

8. Analyze the information provided for control.

9. Motivate the organization by measuring the reaction of organization members to policies and objectives; analyzing external forces and conditions affecting attitude; developing incentives; promoting interchange of information; maintaining discipline, and evaluating workers continuously.

10. Provide facilities and supplies, including planning the schedules for maintenance of the equipment and buildings.

11. Issue orders to carry out decisions and policies and develop a system for the control and distribution of issuance.

The first job of keeping costs in line is to analyze the position of manager. The next job is to establish definite goals. We need not try to slash everything the first week. We can take a set period and a definite percentage of cost reductions, if that is necessary, and whittle away slowly until all costs are in line. Perhaps we will want to lower the food cost percentage 1 per cent or more and labor cost 3 per cent to take care of planned increases on 1 per cent of consumable supplies.

**2. Procurement of Food and Supplies.** Here we reach the phase in which the direct costs of operating the dining halls begin. If this function is not skillfully carried out, then all the success of the other departments is in jeopardy. Procurement is the direct responsibility of the manager. He may well and properly delegate this task to others, but his controls must be such that he knows what is being purchased and the prices paid. It is unnecessary for the manager to remember all prices, but he must have easy access to them and they must be easy to interpret.

The manager must have readily available a complete set of specifications based upon accepted and recognized commercial descriptions. The U.S. Department of Agriculture has compiled a set of specifications for all food items. He must know what is the best grade or quality of food to buy, as different grades are needed for different purposes. Many items

are bought by count, style, type and size. He must have merchandising policies developed so that he knows exactly what to buy. Many large establishments make their own specifications.

Most institutions have purchasing agents who either act in a clerical capacity and place orders, or, in many cases, actually do the buying of foods and supplies. While I realize the importance of purchasing agents in the over-all functions of our institutions, I have found that they may try to purchase goods that have the lowest price. There is no reason why the manager, if he is sufficiently convinced that he knows the quality that best suits his needs, can't draw up his specifications in detail and see to it that they are delivered. Institutions are becoming aware of the proper methods of management, and they recognize the fact that if foods departments are to have the responsibility of keeping costs in line, they must have the authority to carry out these objectives.

#### WHAT AND WHERE TO BUY

In purchasing these days, it is not just a matter of knowing what you want but in most cases it is a problem of where to get it.

The manager will have periodic sampling sessions with his food production and housekeeping people to test which items are best suited to needs. He will keep abreast of new developments. He will be prepared to substitute materials when items are no longer available in the market.

Many ask the question, "What are the most suitable limits for inventories?" Should institutions try to overstock in order to hedge against possible shortages? My answer is an unqualified No! We must be above reproach in all our dealings. After all, we are trustees of our departments; we are in a position of trust with someone else's money and we must act accordingly.

In buying, we must get the right relationship between the market price, the ingredient loss incurred in processing, and the preparation cost.

We should make provisions for buying items locally grown. At Duke University we have a system of preparing vouchers for use in buying from itinerant vendors. A voucher is made in triplicate. One copy goes to the inventory clerk, one copy to the vendor, and one to the treasurer's office where the bill is paid. These vouchers

must bear my countersignature, even though the purchasing is done by the storeroom man who does all purchasing of fresh fruits and vegetables.

Meats are purchased by the head butcher, who is a meat specialist with 25 years' experience. We are now buying about 60 per cent of all meat in prefabricated cuts. When buying meats, we watch for width of piece as well as thickness of slice.

By constant diligence we have been able to buy some items from the manufacturers.

We get prices from at least five different purveyors on all items. We try, where it is possible, to concentrate our purchases with a few reliable companies. We buy most of our canned foods in the summer when they are packed; fortunately, we have enough storage space for 10,000 cases in our main warehouse.

The food service manager must be sure that all purchasing is controlled; he must not put temptation in someone's way.

#### 3. Receipt of Food and Supplies.

Members of the receiving department must be trained to recognize the standards set for the procurement of foods and supplies. Every item must be checked for weight, count and quality. That goes for all items, including ice cream, eggs and goods packed in ice. The inventory clerk must be alerted for possible errors in count.

It is a common practice in deliveries of periodically recurring orders, such as milk, ice cream and coffee, for the storeroom man to get careless. In many cases, the delivery man puts the cases in the storeroom or refrigerator and casually walks by the storeroom for the signature.

#### 4. Storage and Warehousing.

After the materials have been purchased and received, the next step is to keep them in the best condition possible until they are sold.

Care must be exercised to guard against pilfering, to see that unauthorized persons do not have access to stor-

age areas. It costs tremendously if each employee takes or wastes \$1 worth of food each day. Incidentally, a person doesn't have to steal much to accumulate a dollar's loss. Student employees sometimes fail to realize that in taking foods they are stealing. When I tell them that it amounts to the same thing as stealing money from the cash register, they seem shocked!

The food production and storeroom people must check the perishables constantly; it is unpardonable to have to throw anything away that has been left in storage. The storeroom man should go through the crates of vegetables and fruits to take out spoiled goods. It is sound practice to remove vegetables and fruits from the crates and put them in stainless metal baskets. These baskets are the size used in supermarkets.

A good program of extermination is necessary. Everyone has lost food-stuffs because of infestation. We have that problem constantly in the South and no matter how hard we try to avoid it ever so often we have to discard foods because of the presence of weevils or insects of some kind. We have a full-time exterminator on the premises.

It is in the storage function that the first shrinkages appear. These represent out-and-out losses that can be held to a minimum by proper supervision.

In the storerooms and storage areas there must be inventory control, not only to check against losses but to be sure that low limits are established so that foods and supplies will not run out. In our organization we keep a perpetual inventory in the office by quantity and value, and one in the storage areas by quantity only.

#### 5. Issuing of Food and Supplies.

I try to impress upon the storeroom men and inventory clerk the importance of controls in the issuance of food and supplies. I compare them to tellers in a bank and try to impress upon them the similarity of their jobs as far as the responsibility of money is concerned.

We try to maintain definite times for food issues, but this arrangement must be elastic. The responsibility for the supervision of issues lies mainly with the food production department, for it "draws the checks upon the bank" and must be sure it receives what it orders. We try to avoid last minute requisitions which are made without the goods having been checked





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in. On our requisition form, the food production department must show it has received the goods; it alone is permitted to change the amounts when any changes are to be made.

Requisitions must be clearly worded and descriptive and must carry the code number of the class of the goods so that the inventory clerk can deduct the correct items from her cards.

I have given instructions for the issuing of food in writing to all concerned, and no deviation from planned procedures is allowed unless my own signature is attached to the requisition involved. We have provisions for credit requisitions so that overissues may be returned to the storeroom.

All supplies for cleaning, paper goods, china, glassware and silver are issued on requisition. We maintain inventories of all supplies just as we do of food.

**6. Menu Planning and Food Preparation.** Since the food cost is the largest single item on our profit and loss statement, naturally it gets the most attention.

The food production manager makes the menus, which follow established policies and procedures set up by management. If costs are to be kept in line, it will be well to study the structure of the menu.

#### ALLOW FOR MENU CHANGES

When the food production manager makes out her menu—usually about a week in advance—she plans the structure of the menu and allows for last minute changes to absorb the leftovers. Leftovers are handled much more simply and with no necessity for changing basic menu plans with cafeteria service.

She must have available all information concerning the costs of the foods she is planning to serve—not only the cost per portion but the cost of the entire batch. We must have a complete picture of costs before we plan menus, and not wait until the day after serving the food to find out how we made out.

Food production is a full-time job for institutions serving 1000 or more. In order to be effective in that job, the person responsible for that function must be relieved of some other responsibilities. Not only is there a great deal of desk work, which is time consuming and can be monotonous, but she must be on hand when food is being prepared.

Most institutions use standardized recipes, but to what degree are they

standardized? Does the chef follow that recipe exactly each time? If he doesn't he can't get the same results, nor will the costs be the same. These recipes should contain detailed information concerning cooking temperatures to avoid waste by excessive heat.

Leftovers have the same cost as the original value of the food, although the value to the customer has decreased. The best use of them is to serve them in the original state; how-



ever, there are numerous good ideas that have been published on the subject of the use of leftovers. A well organized food department can keep leftovers to a minimum by cooking in small quantities during the meal, and by good planning tomorrow's leftovers can be saved today!

**7. Service and Selling.** Standardized recipes go hand in hand with standardized portions. The cost of the food served is directly related to the size of the portions served. The biggest source of loss in our food budget is from portions that are too large. We have portionizing sessions which all food production and service employees and supervisors attend. We try to portion out all servings in the kitchen and send them to the counters in pans ready to be served.

We serve up sample special plates as a portion guide to the server and as a display for the customer.

The service and selling departments must constantly cooperate with food production because no matter how hard the kitchen tries to save food the effort is wasted if the service department serves too large portions or gives away food. Counter tabulators are a necessity in complete food cost control. Automatic dispensers must be checked frequently or they get out of adjustment; they never seem to serve too little.

Our selling and service department handles banquets. A set of sample menus are precast by portions. Ban-

quet labor is expensive and often is wasted. We lose all around when banquet numbers fall short. We expect a guarantee, but give a 10 per cent leeway for banquets up to 100.

Selling must be constantly guarded against employees giving away food, both in the service dining rooms and in the cafeterias. We saved a great deal of money last year with our "eats" routes, which serve the residence halls late at night. It is an excellent outlet for leftover sandwiches, fruit, dessert, milk and other items.

We check flows of traffic periodically to help plan food production and also to determine policies of what services to keep open.

#### 8. Housekeeping and Personnel.

In our housekeeping department at Duke we control supplies as closely as food. We requisition supplies and inventory them periodically.

One of the biggest costs is breakage and theft. Every student tries to supply his room with a complete set of china, glassware and silver. To try to discipline him would only aggravate the situation. We just face the situation and apply "hidden" charges to foods sold.

The man in charge of the housekeeping department has set up cleaning procedures that have been efficient and economical. We like the electronic soap powder dispenser in our dishwashing machine. A study of comparative costs showed that it saved us money last year.

We are constantly trying to reduce maintenance costs by enlisting the help of our employees in saving electricity, water, paint, heat and equipment. Maintenance is done by the buildings and grounds department.

**9. Office and Accounting.** It is a good plan to examine the food cost control system thoroughly from time to time and check for possible breaks in the chain of control. An organization sometimes takes short cuts.

It is well to analyze costs for all variations instead of just the ratio of cost to sales. These figures can tell much about merchandising and the trends of likes and dislikes of customers. We use daily reports to accumulate profit and loss statements and also for statistical material.

We have made a study of the cost of opening and operating every one of our units either individually or in combination with others. This has been a big help in planning for periods when our crowds drop off.



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"**And**," Mr. Krampe adds, "our freezer plant has operated so well and so economically,



that we replaced all of our refrigeration equipment with Frigidaire. We purchased Frigidaire Compressors and Coils for our five walk-in coolers and for our entire chilled water circulation system."

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# NEWS

## Decrease in Enrollment of 7.8 per Cent . . . Higher Education Ignored in Steel Allocations . . . Present Status of Legislation . . . Presidents Study Ethics of Intercollegiate Athletics . . . Five Athletes Sentenced

### Enrollments Decline 7.8 per Cent; Teachers Colleges Hardest Hit

WASHINGTON, D.C.—The recently completed survey of college enrollments by the U.S. Office of Education reveals a decline of 7.8 per cent for the 1951-52 season in comparison to last year's enrollment. The present enrollment of 2,116,440 in the 1806 institutions of higher education surveyed throughout the nation compares with last year's enrollment of 2,296,592.

Analysis of the survey figures indicates that the registration of men students fell 10.8 per cent below that of 1950, while that of women students decreased only 1.3 per cent. The men students this year total 1,398,735 as against 1,569,322 a year ago; the women students, 717,705 this year as against 727,270 last year.

The freshman class declined from 516,836 in the fall of 1950 to 472,025 this year, an 8.7 per cent drop. The loss in freshman boys was 12.3 per cent; in freshman girls, 3 per cent.

Veterans' enrollment, both men and women, under the G.I. bill dropped to 388,747 this fall from 572,307 last year, a 32.1 per cent decline. Of the total of 1,398,735 men enrolled in college, 377,853 were veterans drawing benefits under the bill. More than half of all veterans are concentrated in 130 large universities.

Teachers colleges were hardest hit by declining enrollments, according to survey figures. They had a 10.9 per cent decrease as against the 7.8 per cent decline for all institutions. These colleges reported a decline of 16 per cent in freshmen enrolled as against an 8.7 per cent drop for all institutions.

The 10 institutions with largest 1951 enrollments were listed as follows: New York University, 45,186; University of California, 34,883; City

College of New York, 31,562; Columbia University, 27,278; University of Illinois, 20,105; Northwestern University, 19,472; University of Minnesota, 18,682; Ohio State University, 18,482; Indiana University, 17,578, and Boston University, 17,529.

### School Legislation for Next Congress

WASHINGTON, D.C.—A new policy seeking the expansion of R.O.T.C. in colleges and universities is expected to be enacted at the next session of Congress. Draft of a reserve officers training act has been sent by the Pentagon to both houses of Congress. The military affairs committees promise early hearings and quick enactment.

The bill would set down a policy against creating multitudinous V-Corps programs as was the case during 1941-45. Instead, the supply of reserve officers would be increased through an orderly extension of R.O.T.C. The navy's famous Holloway plan would become the basis for enlarging all R.O.T.C. Under the Holloway plan qualified college men are offered four-year scholarships in return for a written agreement to accept a commission and serve a total of six years.

Other legislation most likely to be acted upon next year includes a revision of veterans' education and some action, probably inconclusive, on universal military training.

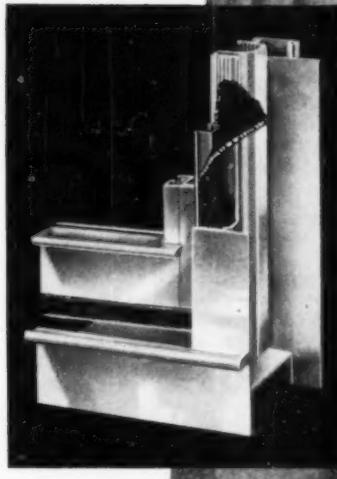
Congressional committees also will re-study the questions of oil-for-education, a proposal creating an educational fund from proceeds from the sale of tideland oil; the transfer of vocational agriculture service from the Office of Education to the Department of Agriculture, and aid for medical schools and nursing education. But because next year is an election year, Congress is expected to avoid final action on these controversial issues.

### No Provision Made for Higher Education in New Steel Allocations

WASHINGTON, D.C.—In a report to the Senate-House defense production "watchdog committee," D.P.A. Administrator Manly Fleischmann announced November 26 that additional allocations amounting to 15,000 tons of carbon steel were authorized for use by the Federal Security Agency for school construction. He stated this would permit the continuation of the 1,400 new projects under way and would permit starting construction for an additional 200 projects in elementary and secondary schools.

The new allocation of steel made no provision for higher education. The American Council on Education immediately protested to Mr. Fleischmann in a letter from James L. Morrill, president of the University of Minnesota and chairman of the council's committee on relationship of higher education to the federal government. Dr. Morrill's letter requested an additional 4000 tons of steel for higher education to complete projects already under way which had been previously authorized and allocation provided by the Office of Education in its function as a claimant agency for educational needs.

The letter urged that the allocation of steel to various levels of education be the responsibility of the Office of Education, as was determined when it was originally designated as an official claimant agency of the federal government. The letter pointed out that it was the function of the U.S.O.E. to determine the needs of education and the allocation within the various levels of education and not that of N.P.A. or D.P.A. The department of higher education of the National Education Association also protested the recent allocation. Previously, the Defense



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Production Authority had authorized allocation of 96,000 tons of steel for the first quarter of 1952, as against education requirements submitted by the Federal Security Agency of 255,000 tons. Criticism of the original allocation was vigorously presented. Before Congress adjourned in October it approved a joint resolution requesting a reconsideration of the D.P.A. allocation to the Federal Security Agency.

### Red Cap Contributes Scholarship to Carleton

NORTHFIELD, MINN.—Takejuro Shigemura, a Japanese-American red cap who carries luggage at the Union Railroad Station at Seattle, Wash., gave Carleton College a \$1000 scholarship fund from which \$200 was to be used each year to help a needy student to get an education. The fund was established in memory of his son, Frank Masao Shigemura, who was killed in battle on Oct. 20, 1944, while serving with the 34th Division.

Frank Shigemura enrolled as a student at Carleton College and found

friendship among the students of the college after having been moved from his home in Seattle at the outbreak of the war. He was rejected as an officer candidate because of his Japanese ancestry but later was drafted and subsequently killed in action.

Carleton officials awarded the first scholarship money to Annie Kaneshiro, a senior, and the daughter of Mr. and Mrs. Seimatsu Kaneshiro of Ewa, Oahu, in the Hawaiian Islands.

The Shigemuras also have established a memorial fund at the University of Washington in Seattle to award an annual international understanding prize of \$50 to the student who has done the most in that field.

### Michigan Boosts Wages

ANN ARBOR, MICH.—University of Michigan faculty and nonacademic personnel will receive a salary and wage increase of 6 per cent, effective January 1, as the result of a recent vote by the board of regents. The increase will apply to all persons working for the university, according to President Harlan Hatcher.

### A.C.E. Summarizes Status of Legislation as Congress Ends Session

WASHINGTON, D.C.—A recent summary of legislation at the close of the first session of the 82d Congress was prepared by the American Council on Education and will be of interest to higher education administrators:

S. 1940, H.R. 5040, H.R. 5038 refer to the Servicemen's Readjustment Act. Representative League of Texas has criticized the present bill and suggested that the following points be considered: (1) There should be provision for judicial review of decisions of the Veterans Administration where such decisions affect educational agencies, state schools, and institutions; (2) primary emphasis of the new program should be toward educational assistance for veterans, rather than complete subsidization; (3) administration of the program should be simplified and standards of approval and supervision of schools improved; (4) benefits of the program would be extended to greater numbers if veterans assumed part of the cost of education; (5) approved institutions should have been established on the basis of non-veteran enrollment and should have operated a full year prior to approval; (6) strict penalties should be imposed for criminal acts in the administration or operation of the program.

The bill to aid medical education, S. 337, H.R. 2707, H.R. 1781, was ordered back to the labor and public welfare committee of the Senate by unanimous voice vote. The bill would have provided an emergency five-year program of grants and scholarships for education in the fields of medicine, osteopathy, dentistry, dental hygiene, public health, and nursing.

The 1951 tax bill, Public Law 183, provides under Section 402 that admissions are exempt from tax when the proceeds inure to nonprofit educational institutions, including those of a government or political subdivision, if such institutions normally maintain a regular faculty and curriculum and normally have a regularly organized body of pupils or students in attendance at the place where their educational activities are regularly conducted.

These exemptions do not apply to admissions to any athletic game or exhibition unless the proceeds inure to

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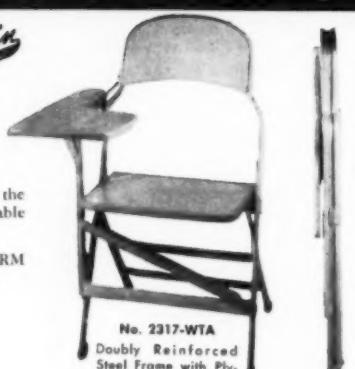
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## NEWS.

the benefit of elementary or secondary schools. The bill extends the taxation on "unrelated business income" to state colleges and universities and places the final definition of such income with the Department of Internal Revenue.

On the last day of the first session of the 82d Congress a supplemental appropriations bill was passed which included provision for funds amounting to \$3,500,000 for the National Science Foundation instead of the

\$300,000 originally proposed by the House and the \$6,300,000 proposed by the Senate.

### Wells Has Visiting Professorship Plan

AURORA, N.Y.—In the fall of 1952 Wells College will initiate a visiting professorship plan that proposes to bring annually to the campus an outstanding teacher from another college or university who has reached the age

of retirement. He will be appointed a visiting professor at Wells for one year, at a full professor's salary, and will receive meals and lodging.

Appointments will be made in a different field of study each year. The first appointment, for the 1952-53 academic year, will be made in the field of philosophy and religion. A gift from one of its alumnae, who prefers to remain anonymous, has provided financial support for the visiting professorship plan at the college for a period of five years.

### Ethical Lapses in Athletics Studied by 10 Presidents

WASHINGTON, D.C.—The American Council on Education, under the leadership of President Arthur S. Adams, appointed a special committee of 10 college presidents to study the ethics of intercollegiate athletics and make recommendations to the council's members of 979 colleges and universities. The action was taken, according to Dr. Adams, "because recent occurrences associated with intercollegiate athletics indicate ethical lapses that threaten the integrity of institutions of higher education."

President John A. Hannah of Michigan State College was appointed chairman of the committee and representative of the Western Conference. The other college presidents and the athletic conference they represent are: Raymond B. Allen, University of Washington, Pacific Coast; Rev. John J. Cavanaugh, University of Notre Dame, Catholic colleges and those not members of athletic conferences; A. Whitney Griswold, Yale University, Ivy League; R. G. Gustavson, University of Nebraska, Big Seven; Humphrey Lee, Southern Methodist University, Southwest; John S. Millis, Western Reserve University, Mid-American; John L. Plyler, Furman University, Southern; Albert Ray Olpin, University of Utah, Skyline Big Six, and John D. Williams, University of Mississippi, Southeast.

At the first meeting of the committee on November 19 the members heard reports by Kenneth L. Wilson, secretary-treasurer of the N.C.A.A.; Asa Bushnell, president of the National Association of Collegiate Commissioners; G. W. Taylor, president of the Football Writers Association, and



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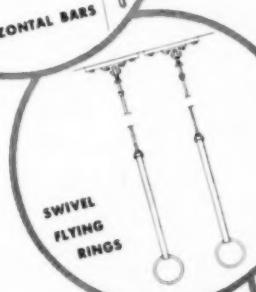
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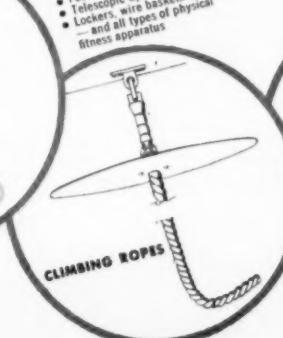
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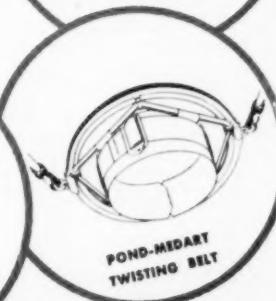
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## NEWS . . .

Leo H. Petersen and Hugh Fullerton Jr., sports writers.

The committee has no enforcement powers; its main function is to recommend remedial action to top administrators at institutions of higher education, according to Raymond F. Howes, staff member of the American Council on Education assigned to work with the committee.

The committee is reported to have agreed on a four-point program: (1) Presidents of colleges must assume all

responsibility for the conduct of athletics at their institutions; (2) something must be done to correct existing evils in college sports; (3) athletes must take standard and approved courses while attending college and easy credit subjects must be eliminated; (4) when a "sound and sane program" has been adopted, the institutions of higher education "must practice what they preach." Chairman Hannah states that the committee will not attempt to "whitewash college sports."

### David A. Lockmiller Heads Association of Urban Universities

CINCINNATI.—The Association of Urban Universities recently expressed by resolution its conviction that educational benefits "reasonably comparable to those covered by Public Law 346" should be extended to veterans who have had active military service subsequent to World War II.

In other resolutions the association (1) urged business, industrial, professional, civic and cultural agencies in metropolitan areas more fully to utilize the resources of the urban universities and to extend financial support to make possible increased public service on the part of these institutions; (2) reaffirmed the responsibility of higher education to emphasize moral and spiritual values on the campus and in the community; (3) advocated support by member institutions of the development of programs designed to increase international understanding and cooperation among students, faculty and citizens of their communities, with a view to attaining a just and peaceful world society.

Five institutions were admitted to the association, bringing the membership to 67. New members are: Creighton University, Providence College, Stevens Institute of Technology, University of Illinois, and Xavier University in Cincinnati.

Newly elected officers are David A. Lockmiller, president of the University of Chattanooga, who was named president of the association, and Robert W. Van Houten, president of the Newark College of Engineering, who will serve as vice president. David D. Henry, president of Wayne University, will continue as secretary-treasurer. Retiring president of the association is the Rev. Paul C. Reinert, S.J., president of St. Louis University.

### Combine Liberal Arts and Engineering Program

CHICAGO.—Students at nine liberal arts colleges in the Middle West will have an opportunity to combine liberal arts and engineering as a result of a cooperative program worked out between the nine colleges and Illinois Institute of Technology.

Under the proposed program, it will be possible for a student to attend the

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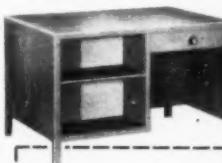
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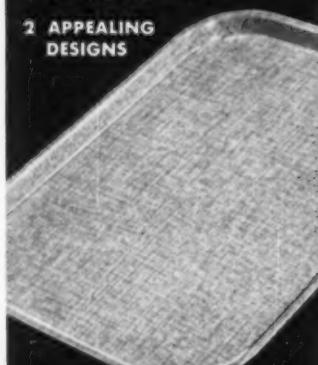
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## NEWS . . . . .

cooperating college for three years and then transfer to Illinois Tech for two additional years. After this five-year period the student is awarded a bachelor of arts or science degree from the liberal arts college and a bachelor of science in engineering degree from Illinois Tech.

The nine cooperating colleges are: Aurora College, Aurora, Ill.; Carroll College, Waukesha, Wis.; Carthage College, Carthage, Ill.; Coe College, Cedar Rapids, Iowa; Illinois College, Jacksonville, Ill.; Lake Forest College, Lake Forest, Ill., Roosevelt College, Chicago; Washington and Jefferson College, Washington, Pa., and Westminster College, Fulton, Mo.

### President Interprets Ohio State's Policy of Screening Speakers

COLUMBUS, OHIO.—As the result of action by the board of trustees of Ohio State University in vesting responsibility in President Howard L. Bevis for screening speakers relative to determining whether they might be permitted to speak on campus, three interpretations were announced by President Bevis.

The interpretations are:

"1. A faculty member may, without prior submission of names for clearance by the office of the president, invite for appearance before his own classes such speakers as in his professional judgment and responsibility will make a proper contribution to the class-work.

"2. The heads of the several religious foundations recognized by the university and serving the students of the university may, without prior clearance, speak upon the campus at any time. Such individuals have a continuing association with the university somewhat similar to that of faculty members.

"3. Off-campus organizations, e.g. professional, scientific, or religious groups recognized by the university, may, by prior arrangement, hold meetings on the campus without submitting the names of their speakers for clearance. Such organizations shall be solely responsible for the selection of their own speakers. The consideration here accorded is somewhat similar to that accorded by the university to each political party, another type of off-campus organization."

### Five Players and "Fixer" Sentenced in Basketball Scandal

NEW YORK.—Salvatore Sollazo, confessed "master fixer" of college basketball games at Madison Square Garden, and five basketball stars from Long Island University, New York University, and City College of New York were sentenced to jail terms ranging from six months to 16 years by Judge Saul S. Streit in general sessions court on November 19.

The sentences for nine other players from the same institutions were suspended. Judge Streit suspended sentence on five of the defendants because of their excellent war records and on four others because he found them cooperative from the start, honestly contrite, or reluctant participants in the conspiracy.

Salvatore Sollazo received a prison sentence of eight to 16 years because of his activity as "master fixer." The basketball players sentenced included Edward Gard, captain of the 1949-50 Long Island University basketball team, who received an indeterminate sentence up to three years; Sherman White, former LIU player named to many all-American teams, one year; Edward Warner, C.C.N.Y. player, six months; Al Roth, C.C.N.Y. player, six months, and Harvey Schaff, former New York University player, six months.

### State Fashion College Opens in New York City

NEW YORK CITY.—The Fashion Institute of Technology, which for the last seven years has been jointly operated by the board of education of New York City and the Educational Foundation for the Apparel Industry, was dedicated November 13 as a college of the State University of New York.

According to reports, the school is the first public institution of college rank devoted to training and educating young men and women for creative and executive positions in the apparel industry. Also it is the first state related two-year community college in New York City.

The dedication address of the new college was presented by Governor Thomas E. Dewey.

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## NEWS. . . . .

### Near Settlement in Rollins College Suit

WINTER PARK, FLA.—Negotiations are under way for quick settlement of the long contested suit filed by Dr. Paul A. Wagner against 11 Rollins College trustees following his dismissal last spring as the institution's president. Attorneys for the deposed educator and for the 11 trustees are attempting to reach an agreement on a cash settlement and a letter from the trustees attesting to the character of Dr. Wagner.

It is expected that the cash settlement will amount to \$50,000 as against the original suit for \$500,000. In the suit Dr. Wagner asked \$300,000 in compensatory damages and \$200,000 punitive damages, charging that he suffered "immeasurable humiliation" and that his good name as a college educator had been damaged irreparably. His dismissal followed a heated controversy over his announcement of the discharge of 23 faculty members in an "economy drive."

### Records Altered to Admit Two Athletes

NEW YORK.—The board of higher education launched an immediate investigation to determine who was responsible at City College of New York for altering records that made it possible for Alvin Roth and Herbert Cohen to matriculate although their high school marks did not meet entrance requirements.

The investigation was initiated after Judge Saul S. Streit in general sessions court charged that officials had tampered with records at C.C.N.Y. in order to permit the two youths, star high school basketball players, to enroll in the college.

The special committee appointed at C.C.N.Y. to conduct the investigation for the board of higher education admitted it found evidence of falsification of entrance requirement records of the men involved, but that it was encountering difficulty in ascertaining the culprit in view of the fact that more than 50 persons have access to the records.

The committee has recommended that scouting of high school games be eliminated and that a closer investigation be made of high school athletes desiring to enter the college.

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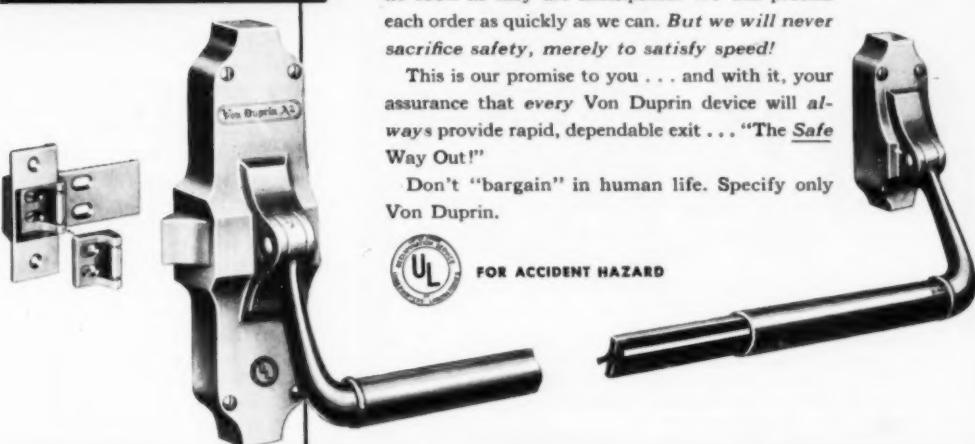
In view of the current material restrictions, you can expect a reasonable delay between the time your order is placed and when it is delivered. For this reason, we suggest you advise us of your needs as soon as they are anticipated. We will process each order as quickly as we can. *But we will never sacrifice safety, merely to satisfy speed!*

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## NEWS.

### Southern Colleges in Forestry School Pact

DAYTONA BEACH, FLA.—An agreement for the cooperative development and improvement of forestry schools in five states was reached by state universities participating in the South's Regional Education Program. The idea back of the program is that Southern States working together can establish regional educational institutions of a higher caliber than could be

provided by any single state. At the present time, regional medical, veterinary medicine, social work and dental schools have already been established.

Under the agreement of the forestry program, Alabama Polytechnic Institute, Duke University, Louisiana State University, North Carolina State University, the University of Florida, and the University of Georgia will pool their resources wherever possible for the purpose of improving the

South's economy through improved forestry practices. The new agreement is the outgrowth of a two-year study of forestry and related educational problems in the South.

### NAMES IN THE NEWS

John Dale Russell, assistant commissioner for higher education in the U.S. Office of Education and director of its higher education division, has accepted appointment as chief executive officer of the board of educational finance for the state of New Mexico. It is expected that he will assume his new duties in February. He has been a member of the U.S. Office of Education staff since July 1946. His book, "The Finance of Higher Education," is considered one of the standard reference works in the field of college administration.



J. D. Russell

Mel Tracht, purchasing agent of Illinois Institute of Technology, has been named assistant business manager and purchasing agent as the result of a reorganization of the business office following the resignation of Gilbert Force as business manager some months ago.

H. E. Whitaker, formerly superintendent of plant at Agricultural, Mechanical and Normal College, Pine Bluff, Ark., has been named superintendent of buildings and grounds at Maryland State College, Princess Anne.

Margaret A. Ohlson, head of the department of foods and nutrition at Michigan State College, has been elected to the presidency of the American Dietetic Association. LaVelle Wood, chairman of the division of institution management at Ohio State University, has been elected treasurer, and Helen L. Gillum, associate professor in the department of home economics at the University of California, Berkeley, is the new speaker of the house of delegates.

Dr. Richard Feinberg, dean of the college of optometry at Pacific University, has been named executive vice president of Northern Illinois College of Optometry, Chicago.

James M. Miller, formerly assistant business manager of the University of California, Berkeley, has been named assistant to the vice president of busi-

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## NEWS . . . . .

ness affairs. R. H. Neddersen, residence halls supervisor, has been assigned additional duties in the business manager's office.



R. H. McCambridge

**Dr. Robert H. McCambridge**, a member of the Cornell University administrative staff for the last two years, has been appointed to the newly created position of administrative secretary of the University of Rochester, Rochester, N.Y. He is expected to assume his new duties about February 1.

**Rev. Matthew Madison Warren**, rector of All Saints Church, Atlanta, Ga., has been appointed head of St. Paul's School in Concord, N.H. He will join St. Paul's faculty in September 1952 and will succeed **Henry Clark Kittredge** as head of the school when Mr. Kittredge retires in 1954.

**John P. Good**, assistant counsel of the Teachers Insurance and Annuity Association of America, has been named secretary of T.I.A.A., succeed-

ing **George E. Johnson**, who continues as a vice president. **John I. Kirkpatrick**, controller of the University of Chicago, is one of the new trustees at large. Other new trustees of T.I.A.A. include **Ralph Himstead**, general secretary of the American Association of University Professors, and **Milton T. MacDonald**, vice president of the Trust Company of New Jersey, Jersey City.

**Boardman Bump**, treasurer and controller of Mount Holyoke College, has been named to the recently created post of vice president. **Donald S. Willard**, assistant controller since 1948 and formerly purchasing agent, will become



Boardman Bump



Donald S. Willard

controller. When the change in positions takes effect early in 1952, Mr. Bump will continue as college treasurer, a post he has held for 10 years.

**Charles M. O'Hearn**, a partner in the investment counsel firm of Scudder, Stevens and Clark of New York and Boston, has been named assistant to the president of Yale University, according to a recent announcement by **A. Whitney Griswold**, president. Mr. O'Hearn will be responsible for long-range planning and development of university resources.

**Dr. Matthew D. Smith**, Dakota Wesleyan University, Mitchell, S.D., was elected to the presidency of the institution by the board of directors on November 14.

**Herbert Meyer**, business manager of Centre College, Danville, Ky., until he resigned to enter private business, has returned to educational administration as assistant business manager of Vanderbilt University, Nashville, Tenn.

**Allen Lovejoy** has been named to succeed **Melvin M. Swartz** as controller of the Pacific School of Religion,

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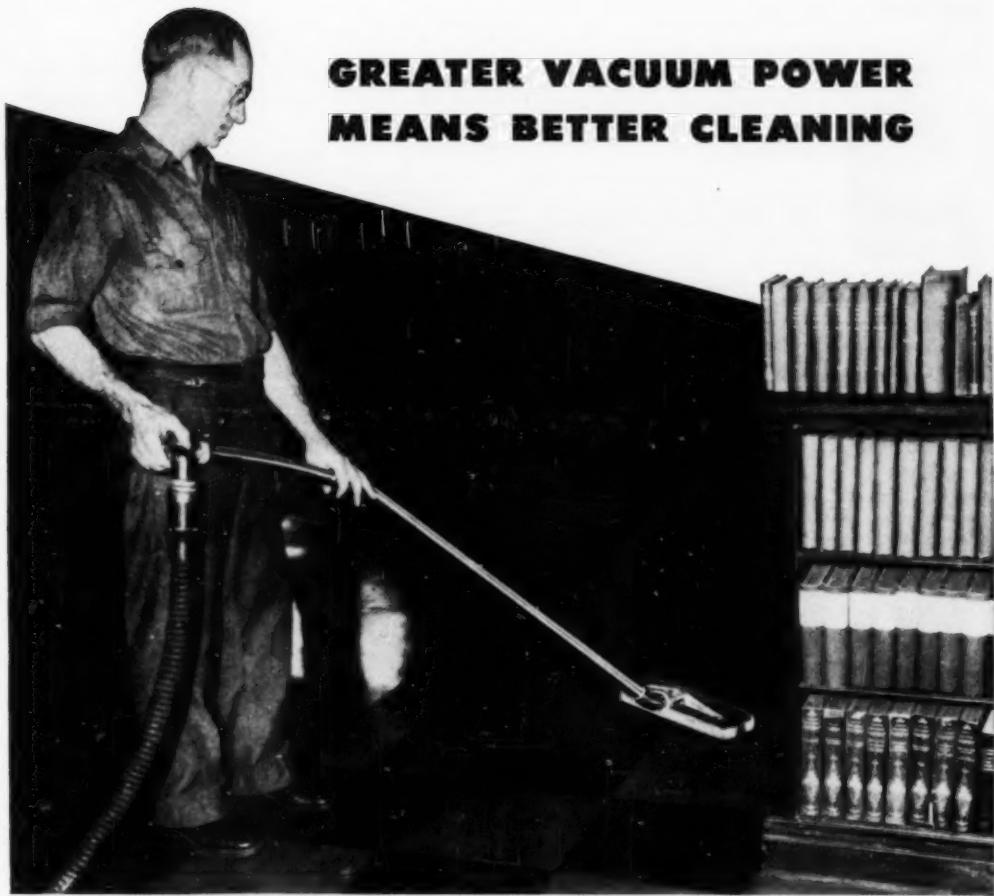
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and dust. Properly designed Spencer Tools for each job search out the dirt more efficiently. Designed for cleaning bare floors, walls, carpets, rugs, draperies and upholstery, and providing wet or dry cleaning with the same machine, Spencers pay for themselves in more efficient cleaning.



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# NEWS . . . . .

Berkeley, Calif. Mr. Swartz will be devoting full time to public relations.



William A. Pearl

acting president of Washington State College, Pullman. He will serve until a successor to Dr. Wilson Compton, who recently resigned, is named.

Dr. George A. Brakeley, vice president and treasurer of Princeton University, has been elected to the chairmanship of the board of Associated Universities, Inc., a nonprofit educational organization of nine eastern universities operating the Brookhaven National Laboratory under contract with the Atomic Energy Commission.

Sister M. Vera, C.S.A., has been named president of Marian College, Fond du Lac, Wis., where she served as dean for the last 15 years.

Dr. David Spence Hill, president of New Mexico State University from 1919 to 1929, died recently at the age of 77. During the time he was president he fought successfully against a proposed constitutional amendment which would have deprived the university of revenues from oil discovered on its land.

## DIRECTORY OF ASSOCIATIONS

### National Federation of College and University Business Officer Associations

President: Jamie R. Anthony, Georgia Institute of Technology; vice president: James M. Miller, University of California, Berkeley; secretary-treasurer, Irwin K. French, Middlebury College.

### Association of College and University Business Officers

#### Central Association

President: Laurence R. Lunden, University of Minnesota; secretary-treasurer: C. C. De Long, University of Illinois.

Convention: April 20-22, 1952, Ohio State University, Columbus.

#### Eastern Association

President, D. L. Rhind, Massachusetts Institute of Technology; secretary-treasurer, Irwin K. French, Middlebury College.

Convention: Dec. 9-11, Chalfonte-Haddon Hall, Atlantic City, N.J.

#### Southern Association

President: Gladys Barger, Lenoir-Rhyne College; secretary-treasurer: Gerald D. Henderson, Vanderbilt University.

#### Western Association

President: Nelson Wahlstrom, University of Washington; secretary-treasurer: James M. Miller, University of California, Berkeley.

#### American Association

President: Glenwood E. Jones, Shaw University; secretary: L. H. Foster Jr., Tuskegee Institute.

Convention: May 4-6, Kentucky State College, Frankfort, Ky.

### Association of College Unions

President: Frank Kuenzel, University of Michigan; secretary-treasurer: Edgar A. Whiting, Cornell University; editor of publication: Porter Butts, University of Wisconsin. Convention: April 1952, Oklahoma A. & M. Union, Stillwater, Okla.

### Association of Physical Plant Administrators of Universities and Colleges

President: Walter W. Kraft, University of Oklahoma; secretary-treasurer: A. F. Galliher, University of Wisconsin.

Convention: May 1952, University of Michigan.

### American College Public Relations Association

President: Stewart Harrel, University of Oklahoma; secretary-treasurer: James W. Armsay, Illinois Institute of Technology, Chicago.

### College and University Personnel Association

President: B. W. Ames, University of Florida; secretary-treasurer: Fred Doderer, State University of Iowa.

Convention: July 1952, Minneapolis.

### National Association of College Stores

President: George Racine, Northwestern University; executive secretary: Russell Reynolds, Box 58, 33 West College Street, Oberlin, Ohio.

Convention: 1952, Miami.

### National Association of Educational Buyers

President: Jamie R. Anthony, Georgia Institute of Technology; executive secretary: Bert C. Ahrens, 45 Astor Place, New York, N.Y.

Convention: May 1952, Washington, D.C.

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**Superintendent of Buildings and Grounds**—Professional engineer with considerable experience, desires connection with university or college; will also teach engineering subjects; available immediately; eastern location preferred. Write Box CW 67, COLLEGE AND UNIVERSITY BUSINESS.

**Chief Accountant**—Of an eastern engineering college desires position as business manager or chief accountant; preferably of a New England or eastern institution; an experienced cost accountant; with the last five years in general college financial administration. Write Box CW 71, COLLEGE AND UNIVERSITY BUSINESS.

**Librarian-Head**—Graduate library school and M.A. degree; some Ph.D. work; experienced head of active college library, now employed; knowledge of building planning, audio-visual services, library instruction; desires position as head librarian outstanding liberal arts college or university; \$6000. Write Box CW 72, COLLEGE AND UNIVERSITY BUSINESS.

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**Assistant Dietitian**—Midwest university; training in food production and cost accounting required; personnel management. Write Box CO 60, COLLEGE AND UNIVERSITY BUSINESS.

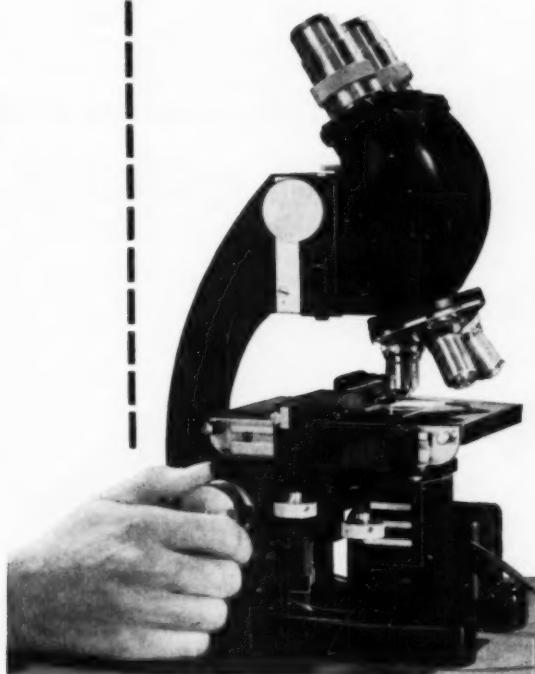
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COLLEGE and UNIVERSITY BUSINESS

# WHAT'S NEW

December 1951

Edited by Bessie Covert

TO HELP you get more information quickly on the new products described in this section, we have provided the postage paid card opposite page 84. Just circle the key numbers on the card which correspond with the numbers at the close of each descriptive item in which you are interested. COLLEGE and UNIVERSITY BUSINESS will send your requests to the manufacturers. If you wish other product information, just write us and we shall make every effort to supply it.

## Steel Frame Settees



Two new additions to the Simmons line are the F-782 and F-783 two and three seat settees. They are designed to harmonize with all Simmons chairs so that attractive groupings can be arranged if desired in toyers, lounges, nurses' homes and waiting rooms or the settees can be used by themselves in these locations. They have all steel frames, which are easy to keep clean, and are upholstered in Simfast Finish which can be washed as often as required to keep it clean and sanitary.

Extra strength is provided in the welded tubular steel frame construction. The three-seat size settee has an extra leg brace in the middle for added strength. Metal, rubber covered glides on the legs prevent scratching or marring of floors when the units are moved. Back and seat cushions are removable, have deep cushion innerspring construction and are available in either fabric or Naughahide covering. **Simmons Company, Dept. CUB, Merchandise Mart, Chicago 54.** (Key No. 222)

## Pressurized Roach Spray

A new type roach killing formula is being presented in the Holcomb Pressurized Roach Spray. It is effective in eliminating roaches by two methods: direct contact, which brings immediate death to the roach, and a colorless, odorless deposit which is effective in killing roaches for a period up to eight weeks.

The new product is pleasantly scented and will not stain or discolor fabrics or surfaces. The active ingredients are finely dispersed in the carrier and forced into cracks and crevices. By pressing the release valve on the Aerosol Container, the surface is sprayed with the material until wet. The residue remains effective for weeks. **J. L. Holcomb Mfg. Co., Dept. CUB, 1601 Barth Ave., Indianapolis 7, Ind.** (Key No. 223)

## Flashholder and System

A new battery-condenser Flashholder and System for photoflash photography is being introduced. Known as the Kodak Ektalux Flashholder, it provides an efficient means of taking pictures with flash lamps. Batteries used with the battery-condenser system usually last a year or more and the system provides positive synchronization, even when battery power is low. Extension units permit a wide range of lighting effects with all the speed and convenience of flash. **Eastman Kodak Co., Dept. CUB, Rochester 4, N. Y.** (Key No. 224)

## Tape Recorder



The new Wilcox-Gay Recordio 2A10 is a versatile, two-speed tape recording unit. Important features of the new unit are its simple, finger-tip operation, remarkable fidelity and brilliant reproduction. It offers two-speed recording, one for life-like reproduction of music, the other for long, interruption-free voice and conference recording.

The unit is enclosed in a carrying case and weighs less than 20 pounds. It is 12 by 14 by 7 inches in size and employs 5 or 7 inch reels. There is no separate amplifier switch. Pressing the "record" button shifts amplifier and erase head. The unit will record from a microphone, external radio or other external source and the tape may be erased and reused indefinitely. **Monson Corporation, Dept. CUB, 919 N. Michigan Ave., Chicago 11.** (Key No. 225)

Continued on page 74

## Folding Machine

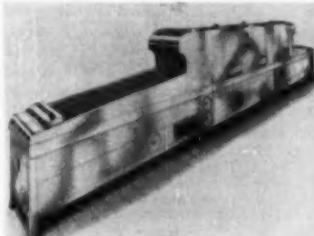
The new Model 56 Folding Machine recently introduced was designed to stress ease of use. A "Quick Set Fold Chart" reduces the most commonly used folds to simple alphabetical settings and includes single folds, parallel letter folds, double parallel folds, accordion or statement folds, French folds and horizontal with two vertical folds.

The new machine is low in cost and folds paper stock in weights from 16 to 36 substance in sizes ranging from 2½ to 9 inches in width and 3½ to 14 inches in length. Upper and lower fold plates bear precision scales clearly marked in inches to permit accurate plate settings for other types of folds not included in the chart. **A. B. Dick Co., Dept. CUB, 5700 W. Touhy Ave., Chicago 31.** (Key No. 226)

## Conveyor Dishwasher

The new Hobart Model Flight-Type 26 fully automatic conveyor dishwasher answers every dishwashing service need in one fast machine. Dish handling and supervision of the machine are reduced to a minimum since it is completely automatic in operation. Dishes are continuously racked between resiliently-designed flight-links. These especially treated stainless steel links are tipped with nylon and provide a cushion for rapid loading of china. Flatware and trays are racked in an inclined position and cups may be washed directly on the conveyor.

The conveyor carries the dishes through the jet-powered recirculated water for scrapping, power-washing and power-rinsing, on into the final rinse and



onto the draining, drying and unloading extension. **The Hobart Mfg. Co., Dept. CUB, Troy, Ohio.** (Key No. 227)

## WHAT'S NEW . . .

### Wall-Hung Sanistand



The Sanistand, the sanitary urinal for women's rest rooms, is now available in a wall-hung model. It has all of the features of the regulation floor model fixture. It is made of genuine vitreous china in white or a variety of pastel shades. It has no seat to become contaminated and hence can be easily and quickly cleaned. The unusually powerful flushing action adds to its hygienic qualities. The Sanistand is a urinal designed to be used by women without having to come in contact with the fixture. **American Radiator & Standard Sanitary Corp., Dept. CUB, P. O. Box 1226, Pittsburgh 30, Pa. (Key No. 228)**

### Office Supply Items

Four new office supply products have recently been introduced by IBM. An acetate carbon ribbon has been developed especially for the preparation of masters for photographic and paper plate reproduction. This all-plastic ribbon permits maximum carbon deposit to produce ideal type impressions for clear reproduction. It is available with two weights of carbon coating.

The other new products include two nylon ribbons and a new non-curl, non-smudge carbon paper with the back treated to prevent slippage. The new nylon ribbons offer the advantage of uniformity of thread diameter and minimum flaws in weaving since nylon can be quality controlled more readily than natural fibers. Two types of nylon ribbons introduced are Superior Write and Superior Life. The edges of both are heat sealed to prevent raveling or fraying. The ribbons are available with light, medium or intense inking. **International Business Machines Corp., Dept. CUB, 590 Madison Ave., New York 22. (Key No. 229)**

### Penetrating Seal

A new penetrating seal has recently been released under the trade name of Hil-Tex. It provides a simplified and economical method of resilient floor care and is the result of years of research and

field testing. It is a safe maintenance product designed to protect floor coverings and to preserve their color and beauty.

Hil-Tex seals, bridges pores and cracks and provides a smooth, even surface, preparing a bond between the floor and wax type finish. It brings out the natural beauty of the flooring without staining or discoloring and revitalizes floors that have become pitted or worn. Used before waxing, Hil-Tex seals the pores and prevents the wax from penetrating the surface. It is also resistant to oils, grease, fats, alcohol, water, soap and a number of materials such as gasoline, mineral spirits and paraffin oil. It is not affected by acid or alkaline salts present in certain flooring, to ozone in the air or to the fading action caused by sunlight. It can be used on all floors of a porous or semi-porous nature, including terrazzo and cement, with the exception of wood. **Hillyard Chemical Co., Dept. CUB, St. Joseph, Mo. (Key No. 230)**

### Folding Tables



Two new folding work or banquet tables have been introduced, one round and one square in shape. They are made of hardwood throughout and have DuPont heat resistant finish in natural wood color. They are also available with tan linen Micarta top, sealed top and bottom. The tables can be folded up when not in use and stored out of the way.

The tables are ruggedly constructed for heavy duty use. All are available in 30 inch standard height and in 22 inch, or over, for special uses. Sizes include 30 by 30 inches, 30 by 36 inches, 36 by 36 inches and 42 inches in diameter. **Howe Folding Furniture, Inc., Dept. CUB, 1 Park Ave., New York 16. (Key No. 231)**

### Cylindrical Lock

Cylindrical type locks have now been added to the extensive line of Corbin builders hardware. The roll-back latch mechanism, adapted from Corbin Unit Locks, is a distinctive feature of the new cylindrical locks. Other features include: latch bolts with  $\frac{1}{8}$  inch throw; 100 per cent reversibility; screwless roses and knob shanks; extruded brass 5 pin or 6 pin tumbler cylinders, same-size

cases for all functions, and automatic deadlocks.

Known as Corbin Cylindrical Locks, the new series are of heavy-duty construction and are adjustable for doors from  $1\frac{1}{2}$  to 2 inches thick. Only two holes need be drilled in the door and a shallow mortise for the face plate to install the new locks. They will be produced in four designs and in the 13 functions most frequently specified for use in institutions. They can be furnished with Corbin Master-Ring Cylinders when a master-key system with unlimited key changes is needed. **P. & F. Corbin Div., The American Hardware Corp., Dept. CUB, New Britain, Conn. (Key No. 232)**

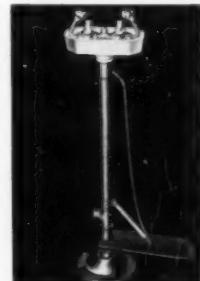
### Television Microscope

The new television microscope for use in science education was developed to allow large groups of persons, such as science classes, to view simultaneously a magnified image of a specimen, rather than limiting observation to one person at a time. The group viewing is made possible by using a small television camera for looking through the microscope. The image seen by the camera eye is carried over a closed circuit to a receiving unit, where it is reproduced on a large viewing screen.

The unit has been designed for use in schools, colleges and laboratories and was developed in the David Sarnoff Research Center in Princeton, New Jersey. **RCA Victor Div., Radio Corporation of America, Dept. CUB, Camden, N. J. (Key No. 233)**

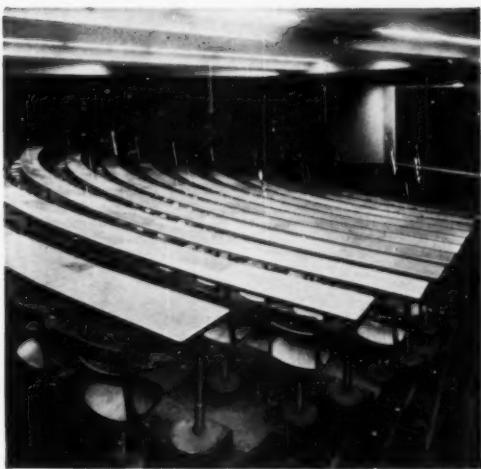
### Eye-Wash Fountain

Designed for use as a safety measure on playing fields, in laboratories and shop, the new Haws Eye-Wash Fountain also helps to teach students the importance of forming safe work and play habits. The faucet is simple to operate, with foot pedal control, and supplies a gentle stream of water for washing foreign matter from the eyes in case of



accident. **Haws Drinking Faucet Co., Dept. CUB, 4th & Page Sts., Berkeley 10, Calif. (Key No. 234)**

*Continued on page 76*



## New Universal Angle Tables solve many lecture-room problems of visibility, convenience, and cleaning

College and university authorities report unqualified satisfaction with the new American Universal Angle Tables and Pedestal Chairs—a combination that offers many advantages not found in other lecture-room furniture:

1. All students can see the instructor.
2. The instructor can see all students.
3. Cleaning around pedestals is easy and fast.
4. Pedestal chairs fixed to floor can't be pushed back to clutter passageway behind each row.
5. Swivel chair provides greater freedom to perform, besides easy ingress and egress.

**FOR LARGE OR SMALL ROOMS.** Universal Angle Tables and Pedestal Chairs are equally practical for large or small lecture rooms, with or without floor risers. The angles of the tables accommodate any radius. Offset steel pedestals afford ample leg room. Table-tops are of urea-resin-bonded plywood, durably lacquered in natural light finish. Tables 29" high, in widths from 16" to 24", and in lengths as desired. Write for complete information.

### American Pedestal Chair No. 406

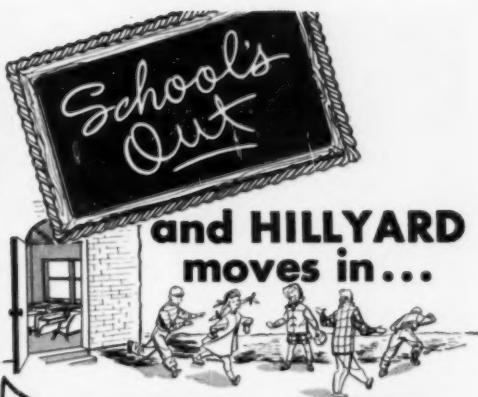
Cradleform posture seat has deep-curved back with self-adjusting lever rail to fit each occupant. Seat swivels 45° either way. Height adjustable from 14" to 17". All metal parts finished in dipped, baked enamel.



WORLD'S LEADER IN PUBLIC SEATING

### American Seating Company

Grand Rapids 2, Michigan  
Branch Offices and Distributors in Principal Cities  
Manufacturers of School, Auditorium,  
Church, Theatre, Transportation, Stadium Seating, and Folding Chairs

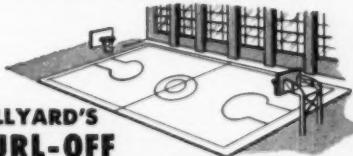


## To Give Floors and Desks their Mid-Year Shine-Up!

### Hillyard's Super SHINE-ALL The One All-Purpose Cleaner Safe for all Surfaces!

Cleans and preserves floors, woodwork in one easy application. No rinsing. Leaves lustrous, slip-resistant surface.

For a thorough mid-year clean up, and for regular year 'round maintenance, always use HILLYARD'S Super SHINE-ALL.



### HILLYARD'S KURL-OFF Paint and Varnish Remover

Zips old paint, varnish, shellac and grime from floors and furniture instantly, when other agents fail. Requires no after-rinse. KURL-OFF is non-inflammable, non-injurious... absolutely safe for any job.



Ask your nearest Hillyard "MAIN-TAINER" about Hillyard products today... or write direct to Dept. D-12.

St. Joseph, Missouri  
BRANCHES IN  
PRINCIPAL CITIES

## WHAT'S NEW . . .

### Clean-Up Machine



Pots, pans and other kitchen utensils and equipment can be easily and efficiently cleaned with the new Strand Clean-Up Machine. This completely portable unit is designed for continuous, rugged, all around service in kitchens. It is easily operated and powered for heavy-duty scrubbing, scouring and polishing action to help maintain effective sanitary conditions in large institutional kitchens.

The Strand Clean-Up Machine operates on the flexible shaft principle, with a two-speed motor that drives a Strand flexible shaft 6 feet long. It is equipped with two brushes for attachment to a readily gripped hand piece at the end of the shaft. The whirling action of the brushes is designed to remove stubborn food stains, encrustations, grease and heat hardened burnt food particles from aluminum, stainless steel, copper, ironware, enamelware and wood. The Strand shaft is covered with a rubber casing for protection against moisture, vapor, soaps and detergents and the thumb-piece switch is vapor and moisture proof. One brush is nylon, the other wire with stainless steel bristles. They are easily attached and interchanged by a simple snap-on method. Other brushes in different shapes and sizes are available for every special kitchen application. The machine is available in three models: Vertical (Model AV), Tripod (Model AT) and Cabinet (Model AC). Balmar Corp., N. A. Strand Div., Dept. CUB, Woodberry, Baltimore 11, Md. (Key No. 235)

### Anti-Slip Wax Veneer

To protect against slipping on floors finished with wax, Kerns Floor-Grip contains Ludox, a colloidal silica, which gives adhesion to the floor surface when pressure is applied. The product offers the usual advantages of self-polishing floor wax plus the anti-slip safety feature. Floor-Grip is so formulated that walking pressure produces a snubbing action that helps produce a non-slip surface, whether

wet or dry. Floor-Grip is applied like any self-polishing wax, requiring no buffing, but a high gloss may be obtained by buffing.

The new product spreads quickly and easily and produces a hard, flexible, smooth, soil-repellent surface. It is effective on rubber tile, asphalt tile, linoleum, terrazzo, marble and wood. Where needed, spot-waxing of worn areas may be done without evident signs of overlap. Floor-Grip is packed in 5 gallon pails and in 15, 30 and 55 gallon drums. J. F. Kerns Co., Dept. CUB, 350 W. Ontario St., Chicago 10. (Key No. 236)

### Binaural Tape Recorder

Binaural, or two-ear recording is designed to give a "third dimension" in sound. Binaural recording is accomplished by recording the original sound, either voice or music, through two separate microphones. Each microphone records on a separate side or channel of standard  $\frac{1}{4}$  inch sound recording tape.



The two channels are recorded at the same time and reproduced simultaneously through two separate speakers or headphones (one on each ear), giving the effect of the listener's ears actually being present when the recording is made.

Stereophonic or binaural sound is recorded in a manner similar to stereoscopic photography. The two microphones are placed about six inches apart for recording. Especially effective reproduction is achieved over two independent headphones or two level-balanced speakers properly placed in an acoustically designed room. Binaural sound recording is especially effective in education for music, speech correction, dramatics and discussion groups. Magnecord Inc., Dept. CUB, 360 N. Michigan Ave., Chicago 1. (Key No. 237)

three seconds. The over-all width of the fixture is 24 inches and it is 13 inches deep. The 8 inch high back protects the wall against splashing. The fixture is made of high-gloss vitreous china for easy cleaning and all fittings are of chromium-plated brass. Kohler Co., Dept. CUB, Kohler, Wis. (Key No. 238)

### Typewriting Tachistoslides

A series of Tachistoslides for teaching accuracy and speed in typewriting has recently been released. The series was prepared by Dr. Fred E. Winger of Oregon State College and provides 40 exposures of words and sentences on each of 37 slides and 20 exposures of full sentences on each of 3 slides, making 50 Tachistoslides in the series. Copies of Dr. Winger's studies on the use of this series of Typewriting Tachistoslides are also available. Keystone View Co., Dept. CUB, Meadville, Pa. (Key No. 239)

### Vacuum Attachment

A new vacuum attachment has been designed for connecting to standard Unico floor machines. Known as the Unico Dry-Vac, the device sweeps as it polishes, thus saving time and effort in floor maintenance. It draws the dirt and dust from all types of floors and picks up all litter. During steel-wooling and sanding operations use of the new vacuum keeps small particles from getting into the air or on the floor.

The Dry-Vac can be easily and quickly attached to standard Unico floor machines without the use of tools. It plugs right into the machine and has a live rubber skirt for effective vacuum sweeping. A sleeve type rubber bumper gives protection to machine and wall surfaces.



United Floor Machine Co., Dept. CUB, 7610 S. Greenwood Ave., Chicago 19. (Key No. 240)

Continued on page 78

# magnesium

FOR LIFETIME SERVICE!

Big, Comfortable Chairs

That fold



Beautifully styled, light, easy to move, upholstered in Naugahyde, bonded rubber cushions. Die-cast Magnesium frames and patented folding mechanism assure great strength for long service.

Look like conventional chairs, but fold compactly for storage.

Ask for catalog showing complete line of wood and Magnesium models.



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1326 WALL STREET • FORT WAYNE 1, INDIANA  
ESTABLISHED 1881 • FINE FURNITURE THAT FOLDS

**Sanibag** Service

Offers Women the BETTER WAY to Dispose of Sanitary Napkins

**WOMEN PREFER**

The SANIBAG method of disposing of sanitary napkins. Once introduced to Sanibags, they accept it as the quickest, easiest and most dignified disposal method. Discomfort and personal distress can be among the greatest enemies of successful learning.

**EASY ON PLUMBING**

Sanibags reduce embarrassing toilet stoppages that are too often experienced in women's lavatories. In fact, Sanibags cost so little that it pays for itself many times over in reduced plumbing bills and washroom maintenance. Used by hundreds of schools, dormitories and sororities.

Why not investigate the advantages of Sanibags now?

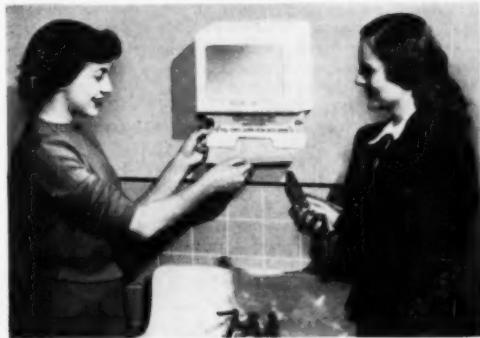
**Send for free samples and complete information. When you write, please include your washroom supply merchant's name and address.**

**Buy from your  
Bain & Company**

102 SOUTH GREEN STREET  
CHICAGO 7 ILLINOIS

Vol. II, No. 6, December 1951

# TOWEL CONSUMPTION IS BEING REDUCED



THE above scene is taking place in college and university washrooms all around the country ... students using *one* MOSINEE towel to dry their hands instead of the two or three that might be taken from a cabinet that doesn't control consumption. Students soon learn that *one good towel* is all they need. Management soon learns the best towels available actually reduce costs. Why? Because MOSINEE Sentinel cabinets cut towel consumption 25% to 50%.



**BAY WEST PAPER CO.**

**Green Bay, Wisconsin**

A Division of Mosinee Paper Mills Co.

Member of National School Service Institute

**MOSINEE**

**Sulphate Towels**

**PREP-TOWLS • ZIP-TOWLS • TRIM-TOWLS  
TURN-TOWLS • ROL-TOWLS • BATH-TOWLS**

## WHAT'S NEW . . .

### Individual Ritz Package

Ritz Crackers are now available in a new package especially designed for individual service in restaurants and institutions. The neat wax glassine packet holds two Ritz crackers and provides quick, convenient, economical and sanitary individual service. It saves time and breakage of crackers and provides a more attractive and appetizing service. National Biscuit Co., Dept. CUB, 449 W. 14th St., New York 14. (Key No. 241)

### Dishwashing Compound

A new dishwashing compound and a new, electronically-regulated solution control for mechanical dishwashers have been introduced recently. Ampolite, the dishwashing compound, features controlled foaming and high speed cleaning action for the short dishwashing cycle. It is designed for satisfactory use, regardless of water hardness, and to improve and speed up rinsing and draining. The compound has been specially buffered with chemicals which prevent corrosion of stainless steel, copper, brass, bronze and aluminum machine fittings.

The Diversey Divomatic Solution Control automatically controls additions of makeup so the solution in the wash compartment remains uniformly at the concentration desired. Ampolite is especially effective when used with the new automatic control. The Diversey Corp., Dept. CUB, 1820 Roscoe St., Chicago 13. (Key No. 242)

### Juice Cooler

The Oasis Juice Cooler is a new, electrically cooled dispenser for frozen juice concentrates. It plugs into any ordinary electric outlet and cools up to five gallons of constantly agitated juice at one time. It takes up a little over one square foot of space and carries a five year factory warranty.

The cabinet and bowl of the new cooler are made of reinforced Fiberglas which is tasteless and odorless and does not break, crack, stain or discolor. The hard, glossy surface repels dirt and dust, is non-porous and non-absorbent. It can be sterilized in boiling water or with live steam and the unit meets all U. S. Public Health and Sanitary codes, according to the manufacturer. The unbreakable bowl, lid, agitator and refrigerated faucet detach easily for cleaning. Faucet, agitator and cooling plate are made of polished, corrosion-proof stainless steel. The hermetically sealed refrigeration system is adjusted by a thermostat control for temperatures from 34 to 40 degrees. The Ebo Mfg. Co., Dept. CUB, 401 W. Town St., Columbus 8, Ohio. (Key No. 243)

### Product Literature

• The full line of laboratory microscopes, now known as Dynoptic Labroscopes, made by Bausch & Lomb Optical Co., Rochester 2, N. Y., is described and illustrated in Catalog D-185 recently released. Special features of these microscopes are picked out in photographs as well as in word descriptions in the text. Each phase of the construction and operation is covered and a price list is attached. (Key No. 244)

• Proper construction for safe playgrounds is discussed in a new 8 page illustrated booklet recently released by American Bitumuls and Asphalt Co., 200 Bush St., San Francisco 4, Calif. The bulletin describes methods of construction of new playgrounds, resurfacing unsafe areas and improvement of existing playgrounds. (Key No. 245)

• Photographs of college, school and hospital buildings using face brick are included in the 28 page catalog of Stone Creek and Ava Face Brick recently released by The Stone Creek Brick Co., Stone Creek, Ohio, and The Ava Brick Co., Ava, Ohio. Accurate full color reproductions of 21 of the straight shades and blends of face brick available from these companies and a series of photographs on exposed masonry interior walls, as well as pertinent data on bonds and mortars makes the catalog a helpful reference source. (Key No. 246)

• A new 28 page illustrated catalog has been released with full detailed information on the Mitchell line of commercial fluorescent lighting units. Catalog No. 433 issued by Mitchell Mfg. Co., 2525 N. Clybourn Ave., Chicago 14, covers all commercial lighting needs with a wide choice of proper lighting for schools, colleges, hospitals and other institutions. Featured are high efficiency Slimline models; open-type, glass shielded and louver shielded Tofflers; strip lighting units; streamlined shielded luminaires; pace setting spotlights, and many others. Also included in the catalog is complete information on accessory equipment for the luminaires. (Key No. 247)

• Catalog L released by Meierjohann Wengler, 1102 W. 9th St., Cincinnati 3, Ohio, contains full information on ornamental lighting fixtures and lanterns. Hundreds of reproductions of ornamental lighting fixtures in bronze, wrought irons and aluminum are illustrated and full descriptive information is included. (Key No. 248)

• A new catalog of Peabody Seating has just been released by The Peabody Seating Co., Inc., North Manchester, Ind. The 8 page booklet gives descriptive information on desk and seat units, tablet arm chairs, separate desk and chair units, pedestal tablet arm chairs, lifting lid

desks, auditorium chairs, stadium chairs and tubular steel and wood folding chairs. General information on the design and construction of Peabody Plus Value seating is included. (Key No. 249)

• "The Answer to Your Floor Maintenance Problems" is the title of a two-color, six page folder which graphically presents the line of floor machines and attachments offered by Multi-Clean Products, Inc., 2277 Ford Pkwy., St. Paul 1, Minn. It presents helpful information on the Multi-Clean method of floor care for hospitals, schools, colleges and other institutions. (Key No. 250)

• Descriptive information on the Underwood Dynamic Atom Model is contained in a new circular recently released by W. M. Welch Mfg. Co., 1515 Sedgwick St., Chicago 10. Photographs of the model at rest and in use are supplemented with data on how the model was developed. (Key No. 251)

### Methods Manuals

A new pocket-size 8 page booklet on "The Facts About Prefinished Wall-panels" is being offered by the Prefinished Wallpanel Council, Keith Bldg., Cleveland 15, Ohio. The booklet is designed to answer briefly a number of questions most frequently asked about this permanent, smooth-surfaced covering for walls and ceilings. (Key No. 252)

The Sixth Edition of the dishwashing manual prepared by Economics Laboratory, Inc., 914 Guardian Bldg., St. Paul 1, Minn., is now available. Entitled "Dishwashing Dividends, the Way to Better Dishwashing," the comprehensive manual covers every phase of dish handling with each step covered by both text and illustration. The data included also covers maintenance of the dish pantries, care of dishwashing machines, and gives information on various types of dishwashing machines. Also available from Economics Laboratory, Inc., is a motion picture, "Dishwashing Dividends," presenting the same information visually, in color, and audibly. (Key No. 253)

### Suppliers' News

American Seating Co., Grand Rapids 2, Mich., manufacturer of seating equipment, announces the opening of new San Francisco headquarters on Bay Shore Road, San Francisco, Calif. The new structure contains showrooms, sales offices and warehouse space and features trucking terminal docks as well as railway siding docks.

Josam Mfg. Co., manufacturer of sanitary plumbing specialties, announces removal of its offices from 358 Josam Bldg., Cleveland 13, Ohio, to Michigan City, Ind.

# College AND UNIVERSITY Business

VOLUME XI

JULY TO DECEMBER, INCLUSIVE

1951



CHICAGO  
1951



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NAME \_\_\_\_\_  
INSTITUTION \_\_\_\_\_  
ADDRESS \_\_\_\_\_ CITY \_\_\_\_\_ STATE \_\_\_\_\_

*Keep Hobart  
on your Mind*  
WHEREVER FOOD IS...

*It'll Pay You!* ...Pay you through each specialized Hobart machine, built to raise standards and lower costs with quicker, better output—machines recognized as top standard by the whole food service industry.

...*Pay* through the completeness of the great Hobart line. Wrap planning, installation and maintenance into one easily-attended-to package—for machines in dish pantry and kitchen, in salad department and bakeshop. And, with Hobart, there's the widest choice of sizes and capacities to select from for most efficient operation.

...*Pay* in quick, convenient, factory-trained service. Hobart nation-wide representation has become almost a national institution during the last half century. And with hundreds of thousands of Hobart products serving the food service industry today, you can figure it's here to stay. Hobart service is no further from you than your phone.

Yes, now more than ever, it will pay you to keep Hobart on your mind for all your food, kitchen, bakery and dishwashing machines. Take the first step today, and talk things over with our representatives. *The Hobart Manufacturing Company, Troy, Ohio.*



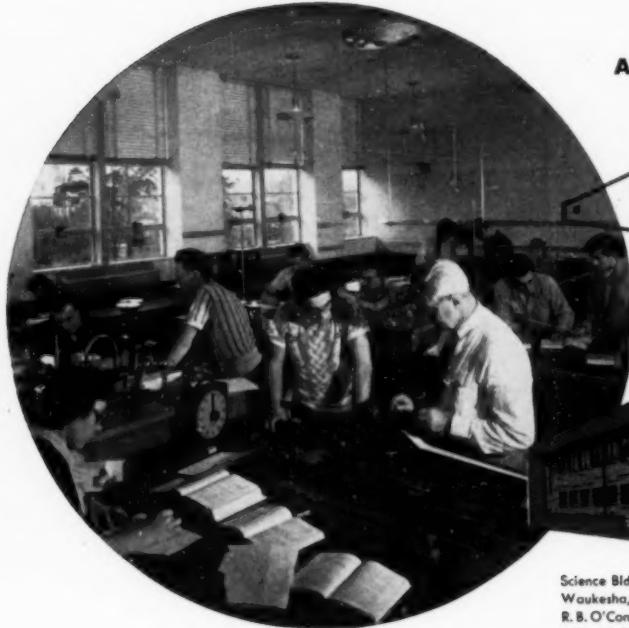
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Quality for  
over 50 years

# Hobart Food Machines

The World's Largest Manufacturer of Food, Kitchen and Bakery Machines



# The chances are... that many buildings on your campus



ARE EQUIPPED WITH

**JOHNSON TEMPERATURE  
CONTROL**



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Waukesha, Wisconsin  
R. B. O'Connor & W. H. Kilham, Jr., architects, New York  
Alfred J. Offner, mechanical engineer, Beechhurst, L. I.  
John F. Ahern Co., heating contractor, Fond du Lac, Wis.

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